

2008



Central Wisconsin Center

Annual Report July 1, 2007 – June 30, 2008

STATE OF WISCONSIN
Department of Health Services
Division of Long Term Care
317 Knutson Drive
Madison, WI 53704-1197



People Caring for People

VISION STATEMENT

People Caring for People---We support people with developmental disabilities to achieve their full potential by enhancing human development, health, environment and quality of life.

MISSION STATEMENT

Central Wisconsin Center, as a resource center of excellence for citizens with developmental disabilities, provides state-of-the-art services in outreach, education, assessment, short-term admissions, and residential services.

Central Wisconsin Center
Five-Year Strategic Plan, Themes, Priorities, and Goals for 2005-09

Strategic Theme:	Satisfying Customers
Strategic Priorities:	<ul style="list-style-type: none"> Quality of life/quality of care/excellent health care outcomes Outstanding opportunities for individual growth and development Environment of respect, dignity, safety Person-centered services
Strategic Goal: Assure that each individual who lives at CWC (customer) is consistently satisfied with the opportunities for personal growth and the quality of life in a person-centered environment of respect, dignity, health and safety.	
Strategic Theme:	Making the Center a Great Place to Work
Strategic Priorities:	<ul style="list-style-type: none"> Employee recruitment and retention Respectful work culture/functional teams Employee satisfaction/employee training/advancement/succession planning
Strategic Goal: Make CWC a great place to work by consistently maintaining a vibrant, skilled, enthusiastic and diverse workforce in a respectful, supportive, team-based, work culture that values employee input, participatory management and employee empowerment.	
Strategic Theme:	Creating our Future
Strategic Priorities:	<ul style="list-style-type: none"> Partnerships with stakeholders Increased, specialized short term services Resource center of expertise and specialized knowledge Public relations Organizational responsiveness Eliminate health disparities
Strategic Goal: Create an organizational environment that tracks and responds to Wisconsin's changing governmental and consumer needs with agility and creativity.	
Effectively respond to emerging trends and needs of stakeholders, including the transition of decreasing long-term care programs and increasing specialized, short-term services, which support people living in the most integrated settings.	
Enhance the Center's role as a national model and professional repository of expertise, which consistently exceeds contemporary standards of practice.	
Strategic Theme:	Improving our Organization
Strategic Priorities:	<ul style="list-style-type: none"> Baldrige National Quality Criteria/Wisconsin Forward Award System management teams Organizational alignment and planning Communication Operational Efficiencies
Strategic Goals: Adhere to the Baldrige Quality Criteria and participate in the Wisconsin Forward Award improvement program.	
Maintain cost effective, value-added services, and focus organizational resources on direct services and programs by minimizing administrative costs and attaining operational efficiencies.	

CORE Values

of Central Wisconsin Center (CWC)

Person-Centered

A person-centered philosophy guides our approach to treatment and support strategies. We maximize individual potential by our focus on human development, health, environment, and quality of life.

Respect and Dignity

We believe that all people are of equal human value. We believe that each person is unique in talents and abilities. We believe that everyone deserves quality service. We celebrate the diversity of the people who live and work at CWC.

Dedication

We are responsive to our customers, passionate in our advocacy, principled in our approach, and responsible in our actions.

Excellence

We strive for excellence and seek continuing improvement in all we do.

Collaboration and Partnership

We promote inclusion and participation in a team-focused environment. Together, we seek creative approaches to common issues.

Community

We are a learning community devoted to increasing knowledge of best practices. We achieve success when sharing and integrating this knowledge into the broader community.

Safety

We are committed to the safety of the people who live and work at CWC.

Jim Doyle
Governor

Karen E. Timberlake
Secretary



State of Wisconsin
Department of Health Services

DIVISION OF LONG TERM CARE

CENTRAL WISCONSIN CENTER
FOR THE DEVELOPMENTALLY DISABLED
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November 2008

Sinikka Santala, Administrator
Division of Long Term Care
PO Box 7851
Madison WI 53707-7851

Dear Ms. Santala:

Attached is the FY 2008 Central Wisconsin Center (CWC) Annual Report. It continues to be an honor to present this report to you because it represents the outstanding work accomplished at CWC by hundreds of dedicated, skilled employees on behalf of Wisconsin's citizens with intellectual disabilities.

This year CWC has increasingly met the needs of both long and short-term care Center residents who are more medically fragile and complex than ever. This emerging trend continues to be the over-riding factor shaping our programs and services.

As these changes occur, CWC interdisciplinary teams have developed skills and creativity in their approaches to provide a full program of active treatment in a more complex medical environment. We are proud of our work to enrich the lives of our consumers with frequent activities and programs outside of CWC, access to the arts provided by the Wisconsin Symphony Orchestra, medically prescribed and individualized meals, our revitalized Volunteer Services program, the most successful Family Picnic in years, our Scouting program and so much more. There is no doubt that these successes contributed immensely to enhancing the quality of life for the people who live at CWC.

This year we are working more closely with Managed Care Organizations and Aging and Disability Resource Centers, as well as counties who have not yet rolled out Family Care. This systemic change in Wisconsin represents new opportunities for partnerships between CWC and community services.

CWC's partnership with the University of Wisconsin Hospital and Clinics has always been strong. Improvements in the coordination of care this year have made a strong partnership even better.

Our Employee Appreciation and Recognition committee has sponsored employee recognition events all year with a major highlight being the Madison Mallards baseball event where hundreds of employees and their families came together for an evening of recreation and fun.

CWC continues to be fully staffed with health care professionals. This accomplishment has not come easily and special recognition goes to the CWC Human Resources Department and our Resident Living team for developing new recruitment and retention strategies. This accomplishment should be viewed in the context of a very competitive health care employment environment in Dane County.

For years CWC has had effective internal quality processes to assure high quality health care, eliminate resident injuries, guarantee that rights are protected, and to assure a full program of active treatment. This year CWC has been very fortunate to develop a quality improvement program called Quality Management 3 (QM3). By hiring a QM3 coordinator for CWC and a Division QM3 Director, CWC has been able to take a high quality program and make it even better.

Succession planning and employee transitions continue to go well. Changes in the Administrative Staff, professional interdisciplinary team members, and our Buildings and Grounds team have all occurred in a way that maintains our excellent tradition of skilled and dedicated employees. The workforce at CWC today is perhaps the best ever.

It is with a great deal of pride and humility that I submit this report on behalf of all of the people who live and work at CWC and their families. Without everyone's commitment to our important mission none of this would be possible.

Sincerely,

A handwritten signature in black ink, appearing to read "Theodore J. Bunck".

Theodore J. Bunck, Ph.D.,
Director

**Central Wisconsin Center
Administrative Staff**



Ted Bunck



Kim Coplien



Dave Esser



Robin Gruchow



Sue Gruchow



Jan Holling



Robert Holzman



Bonnie Kees



Greg Kesling



Carol Krzizike



Jeff Marcus



Diana Morehouse



Cynda Solberg



Kathi Steele



Lillian Tenebruso



Carol Walker



Carol Zimmerman

Wisconsin Department of Health Services

Division of Long Term Care

Central Wisconsin Center for the Developmentally Disabled

Theodore J. Bunck, PhD, Director

ADMINISTRATIVE STAFF

Kim Coplien, Physical Therapy Program Supervisor

David Esser, Unit Director

Robin Gruchow, Human Resource Director

Susan Gruchow, Unit Director

Janice Holling, Social and Community Services Director

Robert Holzman, Unit Director

Bonnie Kees, Assistant to the Director

Gregory Kesling, Program and Services Director

Carol Krzizike, Staff Training and Development Director

Jeffrey Marcus, MD, Medical Director

Diana Morehouse, Deputy Director and Director of Resident Living

Cynda Solberg, Management Services Director

Kathlyn Steele, Nursing Services Director

Lillian Tenebruso, Unit Director

Carol Walker, Unit Director

Carol Zimmerman, Unit Director

Intranet: http://dhfsweb/dctf_cwc/

Internet: http://dhfs.wisconsin.gov/DD_CWC

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TABLE I
Population Statistics

<u>STATISTICAL INFORMATION</u>	<u>FISCAL YEAR 2007</u>	<u>FISCAL YEAR 2008</u>
AVERAGE DAILY POPULATION	304.7	278.4
UNITS OF SERVICE PROVIDED	111,232	101,882
ADMISSIONS		
TOTAL	223	216
Short Term	223	216
Care and Treatment	0	0
DISCHARGES		
TOTAL	243	233
Short Term	221	226
Care and Treatment - CIP	20	7
Care and Treatment - Other	2	0
PLACEMENT LOCATION		
Own Home	159	161
Foster Home	22	17
Group Home	27	23
Supportive Home Living	2	3
Adult Family/Adult Foster Home	24	19
Community Based Residential Facility	4	4
Nursing Home	1	0
ICF-MR	0	0
Other	4	5
DEATHS	9	5

DEMOGRAPHICS OF POPULATION ON JUNE 30, 2008

On June 30, 2008, the average age of the clients in-house was 43.6 years. The oldest person was 92 years old; the youngest person was 5 years old. The population was 51.9 percent male and 48.1 percent female.

TABLE II
Population Distribution Levels as of June 30, 2008

Chronological Age Groups and Ambulation Levels		Level of Retardation						
		Mild	Moderate	Severe	Profound	TOTAL	% Age Group	% Total
0-5	W	0	0	0	0	0	0	0
	MS	0	0	0	0	0	0	0
	MA	0	0	0	1	1	100.0	.4
	subtotal	0	0	0	1	1	100.0	.4
	%AG	0	0	0	100.0	100.0	---	---
	%TP	0	0	0	0.4	0.4	---	---
6-12	W	0	0	0	0	0	0.0	0.0
	MS	0	0	0	1	1	50.0	0.4
	MA	1	0	0	0	1	50.0	0.4
	subtotal	1	0	0	1	2	100.0	0.7
	%AG	50.0	0	0	50.0	100.0	---	---
	%TP	0.4	0	0	0.4	0.7	---	---
13-18	W	0	0	0	0	0	0.0	0.0
	MS	0	0	1	0	1	11.1	0.4
	MA	0	0	0	8	8	88.9	2.9
	subtotal	0	0	1	8	9	100.0	3.3
	%AG	0	0	11.1	88.9	100.0	---	---
	%TP	0	0	0.4	2.9	3.3	---	---
19+	W	0	0	4	46	50	19.4	18.5
	MS	0	0	0	25	25	9.7	9.3
	MA	0	0	5	178	183	70.9	67.8
	subtotal	0	0	9	249	258	100.0	95.6
	%AG	0	0	3.5	96.5	100.0	---	---
	%TP	0	0	3.3	92.3	95.6	---	---
TOTAL POPULATION	W	0	0	4	46	50	---	18.5
	MS	0	0	1	26	27	---	10.0
	MA	1	0	5	187	193	---	71.5
	total	1	0	10	259	270	---	100.0
	%TP	0.4	0	3.7	95.9	100.0	---	---

W Walks upright with or without some degree of difficulty. Walks on level surfaces, may need assistance with stairs but gets to activities by walking.

MS Nonambulant but moves by self, scooting or crawling, or moves with aid such as walker, crutches, or wheelchair. Can get to activities on level surfaces by self with only minimal assistance.

MA Moves only with assistance. Uses special equipment such as cart, walker, relaxer, Hogg or wheelchair for mobility. May scoot or crawl but cannot move self to an activity on level surface.

%AG Percent of age group.

%TP Percent of total population

ALL NUMBERS ARE ROUNDED TO NEAREST DECIMAL DIGIT.

TABLE III
Costs-FY 2008
(July 1, 2007-June 30, 2008)

Total FY 08 Expenditures - \$68,840,958.00

Average Cost Per Person
(Based on FY 08 average daily census=278.37)

Daily FY 08 Average per person - \$678.00

Monthly FY 08 Average per person - \$20,608.00

Annual FY 08 Average per person - \$247,300.00

TABLE IV
FY2008 Staffing

OFFICE OF THE DIRECTOR = 10.70	
Institution Director	1.00
Administrative Support	2.00
Human Resources	7.70
MANAGEMENT SERVICES = 143.10	
Institution Management Services Director	(1.00)
MMHI FTE (Shared Position - MMHI and CWC)	
Mgt. Information Services	4.50
Communication Services	6.00
Business Office / Stores	8.00
Facility Services	16.00
Environmental Services	61.80
Food Services	46.80
SOCIAL AND COMMUNITY SERVICES = 10.00	
Social and Community Services Director	1.00
Social and Community Services	10.00
MEDICAL SERVICES = 65.40	
Medical Services Director	1.00
Administrative Support	1.00
Lab Services	2.00
Rehabilitative Services	2.00
Physical Therapy	9.90
Occupational Therapy	13.60
Rehabilitative Technicians	6.00
Respiratory Therapy	8.00
Pediatric Service	1.00
Pharmacy	8.40
Dental Service	3.00
Psychiatric Services	1.00
Medical Staff	1.50
Peer Review	5.00
Medical Transcription Services	2.00

NURSING SERVICES = 66.10

Director of Nursing	1.00
Administrative Support	1.00
Nursing Services	13.10
Short Term Care / Central Supply.....	28.30
Charge / Float Services	12.30
Staff Training and Development	6.40
Area Assistant	4.00

RESIDENT PROGRAMS = 492.50

Deputy Institution Superintendent.....	1.00
Institution Treatment Director	1.00
Resident Living Administrative Support	3.00
Resident Living.....	409.80
Adult Programs	39.10
QMRP Services.....	12.80
Volunteer Services	1.00
Psychological Services.....	11.30
Education	9.00
Religious Services.....	.50
Communication Development.....	4.00

TOTAL FTE = 788.80

On Hold and/or Vacant..... 109.15

GRAND TOTAL of BUDGETED FTE = 897.95

CENTER PROGRAMS

Adapted Physical Education
Adult Vocational Therapy Services
Cardinal School / Education Services
Communication Development
Dental Clinic
Employee Health
Environmental Services
Facility Services
Food Service
Foster Grandparent Program
Infection Control Activities
Information Services
Medical Services
Music Therapy
Nursing Services
Peer Crisis Intervention Program
Pharmacy Services
Psychological Services
Qualified Mental Retardation Professionals
Rehabilitation Services
Religious Services
Resident Living
Social Services
Staff Training and Development
Take Your Child To Work Day
Therapeutic Recreation
Transportation Services
Volunteer Services

Adapted Physical Education



PROGRAM HIGHLIGHTS

Adapted Physical Education (APE) at Central Wisconsin Center (CWC) is a diverse program that includes developmental activities, fundamental movement skills, object manipulation skills, perceptual stimulation, aquatics, and health and wellness. All activities are adapted to meet the interest, capabilities and limitations of individual students. Student motivation, social interaction, communication development and self-esteem are considered an essential part of the total program.

The APE staff consists of one full-time Adapted Physical Education Teacher. Sessions are held one to two times per week, for one hour each per student. Eight school-age students were served through the Cardinal School APE program during this report period.

Sessions included the following:

- **Greeting:** To promote social interaction skills.
- **Warm Up:** To stimulate arousal levels through rhythmical movement and vestibular stimulation.
- **Range of Motion:** To increase flexion and extension of upper extremities in preparation for activity.
- **Skill Development:** To increase motor skill repertoire and cognition through adapted activities.
- **Cool Down:** To promote relaxation through music listening and closure to the session.

Students participated in aquatics, outdoor games, adapted games, target toss, interpretive dance ("A Tour of Disney" theme), bocce ball, health / wellness, shuffleboard, adapted basketball, sensory stimulation (holiday tree walk) and sports appreciation. Nine Individualized Education Plans (IEP) were completed for school-age students this report period.



The APE program also serves school-age students enrolled in CWC's Short-Term Assessment Program (STAP). The number of students varies based on the program's current census. Eighty eight students have been served to date (31 students have been served during this report session). Activities are designed to be age specific and individualized according to the student's skill and developmental level. The APE Teacher assesses and writes evaluations on all students served in the STAP.

In addition to the school-age students, APE served 50 adults through its Lifetime Sports and Fitness Program (LSFP). The program focuses on health and wellness, and the benefits gained from long-term participation in lifetime activities. Students enrolled in the program participated in health and wellness activities, outdoor games, adapted



games, interpretive dance (“A Tour of Disney” theme), adapted basketball and sensory motor activities. Staff completed 200 Quarterly Reviews and 50 Annual Reviews on adults enrolled in the LSFP this report period.

Seven athletes from CWC participated in the Wisconsin Special Olympics program through APE. Following numerous practice sessions, athletes competed at the area level in ramp bowling. During this year’s awards ceremony, 2nd through 7th place ribbons were presented to the athletes. Participation in Special Olympics enabled these athletes to feel the thrill of being a special Olympian, meet new friends and be involved in a well-organized event; which included parent involvement, individual competition and awards. This report period marks the thirty-ninth year of APE’s involvement in Wisconsin Special Olympics.



Adapted Physical Education is a practicum site for students from the University of Wisconsin-Madison pursuing a degree in Physical Education/Adapted Physical Education. Two students completed their practicum experience in APE at CWC this report period.

The APE program provides CWC tours, including program overviews, and provides observation sessions for Occupational and Physical Therapy Interns. The program hosts children for “Take your Child to Work Day,” offering activities and information regarding the field of APE. The APE program also coordinates and assists with large group events, i.e., dance festivals and Center-wide Special Event activities.

Adult Vocational Therapy Services

PROGRAM HIGHLIGHTS

Central Wisconsin Center (CWC) has an established Adult Vocational Therapy Program comprised of nine staff members with the purpose of providing work-oriented learning experiences for individuals who live at CWC.

The program focuses on individuals who are 21 years of age or older. Upon team request, the program will also serve individuals who are school aged. Participants are referred through the team process. Once a referral is made, the individual is assessed using the CWC Vocational Assessment tool, and if appropriate, placed in one or two work sites.

CWC is certified and licensed by both the U.S. Department of Labor and the Wisconsin Department of Workforce Development. These licenses are renewed on an annual basis and allow participants of the program to receive special minimum wages for all work completed. There are over 35 different jobs for the participants to complete, according to their ability and interest.

Approximately 40 individuals who receive residential care at CWC participate in this program. During the past year, participants in the program made a combined total of \$3,493.50.

Building 6 Vocational Site

The Building 6 site serves individuals residing in Stevens Hall (Living Unit 1), Scheerenberg Hall (Living Unit 2), Arthur Hall (Living Unit 4), and Gee Hall (Living Unit 5). The emphasis in this site is for individuals who have work production skills. Most participants work on a 1:2 staff to participant ratio.

When possible, and if necessary, jobs are adapted using assistive technology devices. This is to assist people in independent job performance. Participants are paid for all work completed based on a special minimum wage.

New initiatives for this site include recycle cardboard shred for a local nursery for bare root plants, assembly of buttons for various leisure activities, and two disassembly jobs for a Madison recycling company. Assessments were completed on all clients in this program as part of the annual review process. One individual was discontinued from this program as he attends an off-campus contracted service. Sixteen time studies were completed during this year, and the prevailing wages were adjusted.

Murphy Hall Vocational Site

The Murphy Hall site has two components. The first component serves individuals who reside in Murphy Hall, Scheerenberger Hall, Alyward Hall (Living Unit 3) Arthur Hall, and Gee Hall. The emphasis for this site is for individuals who have emerging work skills and who require a calm atmosphere and 1:1 training opportunities. The site also serves as a pre-vocational site for individuals who are referred and require a training and assessment period. The Murphy Hall site provides focus on jobs that require assistive technology. This site does not emphasize production for all individuals, but serves as a pre-vocational work site with individuals who have emerging work skills.

The second component of this program is to serve as an assessment and work site for individuals in short-term care programs, or for individuals who have returned to CWC from contracted service providers and have independent work skills. This program provides the participants jobs that not only challenges their work skills, but may also prepare individuals for vocational settings in their home county.

Some participants work in various departments at CWC with a Resident Care Technician (RCT) who serves as a job coach (e.g., Food Service, Staff Training, etc.) The experience assists the individuals to practice skills in writing a resume, interviewing, social behavior and living unit rapport with coworkers and supervisors and other work skills, such as punctuality and completing time sheets in a real life job setting.

A total of 26 individuals referred from Short Term Assessment Program (STAP), Development Evaluation Center (DEC) and Medical Short-term Care Unit (MSTCU) were assessed in the Murphy Hall program. The STAP participants in this program earned a total of \$131.61 and received 237 hours of vocational training and work support.

New initiatives over the past year include assessment and program services to short-term clients who are school aged and referred by their school or county case-manager.

During the past year, the Pre-Vocational Therapist completed 15 STAP assessments, one DEC assessment, and six assessments for individuals receiving long term care who were recently referred to the program. Of the six assessments completed three individuals now receive active therapy services at this site. One individual was discontinued from this program over the past year due to her medical condition and her interest level in attending this program.

Cardinal School

PROGRAM HIGHLIGHTS

Cardinal School is fully accredited by the Wisconsin Department of Public Instruction. The Division of Long Term Care is our school district. Special Education services are provided for all students living at CWC, through age 21. Each student has an Individual Education Program (IEP) that serves as the guide for classroom programming. The curriculum is primarily sensory based with attention given to developing and improving communication, social and cognitive skills. Attention is also given to Transition Services for students. Students also receive Adapted Physical Education, Music Therapy, Occupational and Physical Therapy.

Cardinal School teachers provide services to school age individuals who come to CWC through the Short Term Assessment Program (STAP) and the Medical Short Term Care Unit (MSTCU). In the case of STAP, students are enrolled in school with the primary focus on doing an education evaluation. Most students stay under 30 days. If that time frame is exceeded, the student is formally enrolled in Cardinal School and an IEP team is convened. Students in the MSTCU are admitted for short durations, usually due to medical concerns. Each school age individual is assessed and if appropriate, enrolled in school. School services may be provided at bedside or in the classroom.

Communication Development

PROGRAM HIGHLIGHTS

The Communication Development Department's fundamental goal is to stimulate development of communication skills in all individuals served at Central Wisconsin Center (CWC). This includes expansion of language comprehension skills and the development of language used for self-expression. Speech-Language Pathologists (SLP) are responsible for teaching personalized systems of expressive language that meet the individual's needs including object communication systems, picture boards, electronic communication devices, and sign language. Individuals are taught strategies for gaining a person's attention, greeting, requesting, indicating preferences, making choices, commenting, responding, and taking turns. Individuals who are verbal are taught new vocabulary, appropriate pronoun use, how to combine words into phrases and sentences, sequencing skills, social communication skills, and strategies to increase speech intelligibility. The Communication Department provides screening, assessment, consultation and therapy to all individuals in need of services. Training is provided to both CWC staff and community agency personnel regarding an individual's communication program. The Communication Department provides supervision to second year University of Wisconsin (UW) - Madison graduate students. The semester-long practicum experience trains students how to work with people who have developmental disabilities.

Evaluation and Therapy:

During FY08, four SLPs provided 498 1/4 hours of individual therapy, 27 hours of group therapy, and 931 hours of both individual and group therapy sessions. Staff screened 16 individuals and evaluated three individuals who live at Central Wisconsin Center who do not get active therapy services. One hundred and forty-seven Developmental Evaluation Clinics (DEC), Short-Term Care Unit (STCU), and Short-Term Assessment Program (STAP) community clients were evaluated and programs were designed to meet their communication needs. Parents and community providers were trained to carry out recommended communication programs. A consulting audiologist, affiliated with the Waisman Center, performed 160 hearing evaluations. A total of 2,362 3/4 hours of direct services were provided this year.

Training

Speech-Language Pathologists provided 18 hours of formal inservice training regarding communication methods to CWC staff. Staff also provided 104 3/4 hours of training and consultation to parents, teachers and community providers. Eighty-five hours of supervision were provided to one UW-Madison student.

Dental Clinic

PROGRAM HIGHLIGHTS

The Dental Clinic is staffed with a full-time Dentist, a full-time Dental Licensed Practical Nurse (LPN) and a full-time Dental Assistant. The Dental Clinic provides dental care and treatment to all individuals living at Central Wisconsin Center (CWC). Treatments include exams, cleaning and prophylaxis, x-rays, restorations, root canal therapy and extractions. In an effort to promote good oral health, the Dental Clinic schedules visits on a six-month basis.

To assist in reducing the stress of a dental visit, unit staff completes an assessment form prior to appointments. The Dental Staff implements suggestions to increase relaxation. Some suggestions include favorite music, massage and facial desensitization.

Upon request, dental services are also provided to individuals at CWC for short-term admissions. There were approximately 165 appointments for short-term clients during the year.



CWC Dental Staff

Employee Appreciation & Recognition Committee

PROGRAM HIGHLIGHTS

As part of Central Wisconsin Center's (CWC) strategic plan of *Making the Center a Great Place to Work*, the Employee Appreciation & Recognition Committee (EAR) strives to recognize the important contributions of all employees of CWC. To accomplish this goal the EAR Committee organizes and sponsors activities for CWC employees throughout the year.

Some of the employee activities sponsored by the EAR during the year include:

- The Annual Employee Night at the Ballpark with the Madison Mallards
- Free monthly drawings for McDonalds ice cream cones
- Muffins and juice carts available to all employees during the year
- Employee anniversary recognition plaques and awards in five year increments

All funds for these events are raised through volunteer members and activities. The Mallard baseball game is the biggest event of the year, with over 1000 employees, family members and friends of CWC attending at discounted prices.

The EAR Committee sponsors four annual fund-raisers: a book fair and sale, a center-wide garage sale of donations by employees, multiple soup sales, and a fall food sale and raffle of donated items by employees. The EAR Committee is composed entirely of volunteers representing many CWC employee departments and classifications.

Employee Health

PROGRAM HIGHLIGHTS

The Employee Health Program promotes and maintains the health and wellness of Central Wisconsin Center (CWC) employees through health promotion programs, disease prevention and injury rehabilitation. Programs mandated by state and federal regulations are provided, including: pre-employment screening, immunization programs and tuberculosis screening. The Employee Health Nurse (EHN) provides annual TB skin tests to approximately 800 employees and hepatitis AB vaccinations to approximately 200 employees. Blood pressure and cholesterol screenings are done on a periodic basis. Annual flu vaccines are offered with over 300 employees participating.

The EHN also functions as a consultant to physicians, supervisors, nurses, employees and the Staff Training Department. The EHN participates in the Employee Assistance Program (EAP) as a lead coordinator and is a Cardiopulmonary Resuscitation (CPR)/First Aid Instructor Regional Trainer.

The Employee Emergency Contact information form is distributed to all staff on an annual basis. The form identifies both pertinent health information and emergency contacts. It is a resource when staff are injured or ill at work. This information and other health records are maintained by Employee Health to meet confidentiality and legal requirements.

Fitness and wellness programs continue to be emphasized for staff participation and general knowledge. Staff wellness activities include a health and fitness newsletter titled, "A Healthy You". The newsletter is distributed monthly in the Daily Administration Bulletin (DAB) and posted on the Intranet. It is a joint collaboration between Employee Health and Rehabilitation Services.

Beginning in 2006, wellness information has been distributed to most break rooms in the form of Wellness Baskets. Information includes a wide variety of subjects (i.e., physical health, addictions, being a good parent and stress relief) and is updated with additional information throughout the year. This continues to be a well received method of disseminating wellness information. A monthly copy of the University of California Berkeley and "Wellness Letter" is included. This is a newsletter of nutrition, fitness and self-care.

The 3rd Annual Potlatch was held in December. A Potlatch is a Native American tradition where people donate their used items. It's similar to a swap meet, but everything is free. Staff continue to enjoy stress free Christmas shopping.

Other wellness activities for the fiscal year included:

- "Dancing with Your Co-Workers" a version of "Dancing with the Stars", took place between November 27 and December 18, 2007. The four week, 30 minute classes were instructed by Terry Enge, a professional dance instructor. Dances taught included: swing, cha-cha, rumba, samba and polka.
- A CPR Instructor class was held on September 11, 2007 along with MMHI and VA Memorial Hospital faculty, taught by Mary Fayyaz, Training Center Faculty and Diane Dettman, who received her Training Center Faculty credentials. Brenda Jenkins, Kaaren Luszack and Brian Virgin completed their CPR instructor training.

- CPR classes include Healthcare Provider beginner and renewal classes, Heartsaver Automated External Defibrillator (AED) beginner and renewal classes and First Aid beginner and renewal classes. A total of 185 people attended classes.
- The Heimlich Maneuver was taught to children in “Take Your Child to Work Day” in April.
- Several learning lunches were taught throughout the year on varied topics such as: Fitness Equipment Demo and Exercises to do at Home Without Equipment; Label Reading - Smart Choices for Fats, Fibers and Sodium; and Beans on the Scene – information from a barista.
- Weight Watchers at Work began on October 9, 2006 and continues at least through mid-September 2008 with over 31 participants from CWC and MMHI. Throughout this interim, there have been over 60 participants.
- A new AED by Zoll was distributed to the units on September 28, 2007. Prior to the distribution, all the units, Charge Nurses and CPR instructors received instructions on its use.
- A Wellness Fair with health screening was held on September 27, 2007. This included employee screenings for B/P, cholesterol, blood sugar, BMI and eye and hearing testing. Healthy eating, osteoporosis and stress reduction information was also shared.



and Wellness Fair was held with 30 vendors including Unity Insurance, Madison Police Department, Summit Credit Union, Gateway Recovery and our wonderful staff from EAP, Speech Therapy, OT/PT and Dietary. Over 200 staff participated in this year's event. A staff recipe book was given out at the event. The recipe book was edited by Samantha Freber and our dietitians evaluated and labeled the healthy recipes.



Environmental Services

PROGRAM HIGHLIGHTS

Laundry Department

Central Wisconsin Center's (CWC) in-house laundry processed over 3,000,000 pounds of soiled linen in FY07/08.

Major improvements have been made to the laundry operations. This year two new washers were purchased that have a capacity of 450 pounds of soiled laundry each. That's a load of laundry! This was a major task that involved Department of Administration, Department of Health Services and many departments at CWC. Due to the size of these new units an entry point was excavated on the east side of the laundry. The "Big Dig" created an area that was used to lower the units in with a crane and then move the units into place. These new washers process loads faster, use less water/electricity and lower amounts of chemicals. This is cost savings for CWC and an improvement for the environment.

Due to the increased efficiency CWC will be transitioning to processing all of Mendota Mental Health laundry needs. The transition will start in July 2008 and the goal is to be operational by September 2008.

Housekeeping/Transportation Department

The Housekeeping and Transportation Department picked up and transported 252.96 tons of trash generated by CWC in FY07/08. CWC's cost for trash pickup is \$32.25 per ton equaling \$8157.96. CWC recycled 15.15 tons mixed paper and commingle (glass, plastic, and tin) at 7.14 tons. The cost of each 20 yard compactor pickup and delivery to the Waste Management processing site was \$91.00 with an additional cost of \$.01625 cents per pound to process the contents of each compactor load. This resulted in 31 hauls in FY 07/08. CWC leases a 40-yd trash compactor from Waste Management at a yearly cost of \$1,200. CWC recycled 19.99 tons of steel to Samuel's Recycling Company.

Central Wisconsin Center generated and managed 434 pounds of infectious waste in FY07/08. 406 pounds of cytotoxic waste was also generated at CWC. The cytotoxic waste is incinerated by Madison Energy Recovery Inc. at a cost of \$740.00.

Sewing Department

The CWC Sewing Department, staffed by 4.5 seamstresses, supplied the Laundry Department with large and medium diapers, clothing protectors and bed pads to fill the carts daily for each area at CWC.

New items being made consisted of 1,456 bed pads, 1,955 clothing protectors, 1,960 medium briefs and 1,124 large briefs. Mending continues to be a large portion of the workload. Briefs are mended daily due to normal wear and tear. This year 9,561 briefs were mended and 1,595 briefs were discarded. Construction of ponchos, personalized clothing and clothing protectors are made frequently along with wedges and padding for individual beds. Labeling personal clothing with name labels took less time this year due to the purchase of a new heat seal machine.

The Sewing Department has taken on additional projects for Mendota Mental Health Institute (MMHI). MMHI has had some unique needs for custom made items along with curtains and other routine items. A process is being developed to set up a formal billing process for MMHI to account for materials and staff time.

The cost of general supplies for the Sewing Department came to \$14,452. Additionally the cost for Canton Flannel for diapers, outing flannel and sateen for bed pads and waterproof bed pads to make into clothing protectors cost \$25,893 this fiscal year.

Food Service Department

PROGRAM HIGHLIGHTS

The 2007-08 fiscal year began on a very positive note with an excellent review by the Division of Quality Assurance (DQA) survey team. No deficits were identified and the team complimented the department on its excellent standards and service delivery. This is a reflection of the department's continuing efforts to provide quality services to the individuals who live at CWC and accommodate their personal preferences while meeting nutritional needs. This is accomplished through diversified service delivery including trays, bag lunches, snacks and special events. In 2007-08, a total of 160,529 meals were served (excluding formula) or approximately 440 meals per day. This includes 148,089 meals through tray service, 12,118 bag lunches for off-grounds programming and 322 staff meals as a result of overtime / training. The department's total food budget for the year was \$278,486.16 equating to \$1.74 per meal. (2006-07 served 164,309 total meals w/ \$264,761.57 which equates to \$1.61 per meal.) This represents an approximate 8.1% increase in per meal cost coupled with a 2.3% decrease in the total number of meals served. This is mostly related to increased fuel and food costs. In addition, about \$168,000 was applied toward the purchase of formula.

Food Service also expanded its operations during the past year. Beginning in the fall of 2007, the formula pouring room was re-opened after being closed for three years. Previously, the formula was poured by Food Service staff for Murphy Hall. However, with the expansion of the dual flow system and the elimination of housekeepers in the department, the service was discontinued. In October, the service was recommenced with Food Service staff pouring formula for Living Units 2, 4 and 5 in an effort to assist in dealing with staffing limitations. Fortunately, many of the staff members previously familiar with this service were able to make the transition relatively smooth and successful.

CENTRAL BISTRO OPENS



On February 25, 2008 the long awaited Central Bistro employee cafeteria opened. Modeled on Parisian Bistros, employees are provided with menus that are simple, inexpensive and predictable without compromising quality. Moreover, the Bistro provides a warm, friendly place where family, friends and guests can stop by and relax over a cup of coffee and good conversation. In the first 4-months of service, the Bistro had sales of \$31,213. Average daily customer counts range between 50-60 individuals spending less than

\$5.00 for a meal. A Bistro committee will be forming later in the new fiscal year with the hope of improving quality and extending service to additional staff and individuals living at CWC, which will include a catering component.

STAFFING

The department began the fiscal year with near perfect staffing levels. Two existing vacancies were filled within three weeks of the new fiscal year returning the department to full-staff. Since then, the department continues to experience very minimal staff turnover with only ten staff movements (four promotions, one retirement, one transfer and four resignation/terminations) which accounts for a 19% turnover rate. Eliminating the promotions, the rate drops to 11%

which is much lower than the national turnover rate for restaurants which is over 100%. There are currently 53 authorized positions (48.80 FTE).

At the fiscal year's end, the existing vacancies remained at six, in part, due to a change in the interviewing / hiring process. As of January 2008, the process moved from interviewing every time a vacancy occurred to conducting quarterly interviews in conjunction with Mendota Mental Health. Such a significant change in procedure will enable both facilities to establish a potential employee reserve and reduce the time needed to fill a vacancy. The process has been deployed one time and is currently being evaluated. The vacancies coupled with summer vacations increased the department's amount of overtime. However, required overtime remains lower due to a large increase in volunteers from outside of the department, such as laundry, housekeeping and transportation.

<u>Staff Composition</u>	
1	Food Service Administrator
4	Food Service Managers
4	Dietitians - Clinical
2	Dietetic Technicians – Clinical
2	Food Production Assistants
6	Cooks
34	Food Service Assistants

Finally, the department continues to examine organizational and operational efficiencies related to staffing and work flow. Late in the fall of 2007, a cross-functional team was organized, consisting of management and staff, charged with examining current work procedures. The recommendations were implemented with a reduction of trayline staff and reassignment to the Employee Bistro and Formula preparation room. This enabled the expansion of service provision without compromising service quality.

MENU COMMITTEE

The Menu Committee continues to work on initiatives proposed in 2007-08 such as expanding the menu to five or seven week rotations, incorporating ethnically diverse menus, and increasing the variety of thickened juices / liquids.

NEW PROGRAM / PROJECT INITIATIVES

Below is a brief summary of several of the new initiatives proposed for 2008-09:

- Upgrade Diet Office – Previously slated for a significant upgrade in 2007-08, this computer program continues to be the backbone of the operation as it manages all of the individual clients' dietary information. The program is currently in DOS and will be upgraded to Windows thus allowing for greatly improved maintenance, individualization to clients dietary preferences and more accurate production reporting. Unfortunately, the complexity of the diets at CWC has posed a challenge for the vendor staff.
- Classroom / Training Room Construction – With the creation of the Bistro, the Food Service department lost its in-house training and meeting room. Plans are being developed to construct a new training room in the basement of the building that will once again accommodate department needs, as well as, serve other interested parties throughout the facility.
- Enhance Interpersonal Communication – The Food Service Department maintains a very diverse workforce which has stressed interpersonal communication amongst staff. Efforts will be made to improve these relationships and the overall work environment.

Foster Grandparent Program

PROGRAM HIGHLIGHTS

The Foster Grandparent Program (FGP) provides individuals who live at CWC with one on one interaction with older adults aged 60 years and over. People participating in the program must meet an income requirement. The Foster Grandparents and the individuals they serve benefit from the program. Foster Grandparents have stated that being a part of the program gives them a purpose in life.

Foster Grandparents provide an average of 20 hours of volunteer service each week. The grandparents provide one-to-one attention for two to four individuals each day. Activities include working on individual goals, attending scheduled activities such as music events, walks outdoors, gardening, spiritual services and socializing with Foster Grandparents and other people who live at CWC. The Foster Grandparents have served approximately 12,250 hours of service over the last year.

Currently there are 12 Foster Grandparents on the roster with two of them on medical leave. Five of the twelve are in their 80's, six are in their 70's and one of the foster grandfathers is in his 60's. The program has served 50-60 people in the last year despite the low number of foster grandparents in the Program. Foster grandparents have had a rough year due to weather this last winter and the increase in health issues that have kept them from coming in to work with the residents.

Foster Grandparents continue to develop a sense of community at CWC. They continue to collaborate with all disciplines. The PT Department continues to keep Foster Grandparents safe by providing training in body mechanics and making adjustments with wheelchairs so that grandparents can push them. Two days a week Music Therapy provides music for the enjoyment of the Foster Grandparents and the individuals living at CWC. Several professionals have provided in service trainings such as fire safety, caregiver misconduct, and confidentiality in the work place, adaptive games, and autism. One in service that several grandparents liked was quilting. As a result several grandparents started making quilts. When a resident passes away or moves out into the community the family is given a quilt. Grandparents continue to be involved with the blood drives that are held at Central Wisconsin Center.



Medical Services

PROGRAM HIGHLIGHTS

The Medical Services Department of Central Wisconsin Center (CWC) includes all physician staff, as well as x-ray, medical laboratory, medical records, dentistry, EEG/EKG/bone densitometry, medical transcription, and administrative support services. In addition, Medical Services has administrative oversight of pharmacy and rehabilitation services. All of these services are provided to both residential and short-term care programs of CWC.

State-of-the-art health care services for people living at CWC are provided by an integrated delivery system comprised of CWC medical staff and University of Wisconsin medical specialists. CWC medical staff include five primary care physicians, two psychiatrists, and two rehabilitation medicine physicians, all with joint CWC and University of Wisconsin Medical School appointments. In addition, three "limited-term employee" physicians continue to provide as-needed physician coverage services. CWC medical staff conduct Living Unit "rounds" daily and there is on-call physician availability at all times. People with psychiatric disorders have their behavior treatment program and psychotropic medications reviewed by a psychiatrist at least quarterly. Comprehensive medical and psychiatric services are provided to individuals admitted to the Short Term Assessment Program (STAP) and the Medical Short Term Care Unit (MSTCU).

The MSTCU provides (1) short-term clinical services to individuals from the community and (2) more intensive medical services for people who live at CWC, such as supplemental oxygen or intravenous treatments.

On-site specialty clinics continue to be held at CWC for orthopedics, neurology, gynecology, pulmonary medicine, rehabilitation medicine, podiatry, and optometry. The Spasticity Clinic with Dr. Leland Albright (UW neurosurgeon), which was set up in 2007, continues to be a great asset to the residents of CWC.

From July 2007 to July 2008, an average of 68 outpatient clinic visits per month were conducted off-site through the UW Health system, which is an increase over the prior 12-month period. A contractual relationship continues between CWC and the University Affiliated Program (UAP)/Waisman Center to provide audiology and gynecology services to people who live at the Center.

Personnel changes over the previous 12-month period have included the addition of Dr. Margaret Watson, rehabilitation medicine specialist, who joined the medical staff as a primary care physician in October 2007, and Connie Schrock, Office Operations Associate, who joined the Medical Services Department in November 2007. Diane MacDonald, EEG technologist, retired in July 2008 after 40 years of employment at CWC.

When people living at CWC require hospital services or emergency care, UW Hospital typically serves as the referral center. By contract with UW Rehabilitation Medicine, hospitalized individuals are followed clinically by a nurse practitioner (in addition to the primary medical team at the hospital), which enhances coordination of care between CWC and the UW Hospital systems. Eighty individuals were hospitalized at UW Hospital over the past year (July 1, 2007 through June 30, 2008). This represents an increase from 40 over the previous 12-month period.

Continued improvements in the digital x-ray imaging process have occurred over the past 12 months. Coordinated efforts between the CWC Radiology Department and UW Department of Radiology have resulted in high quality radiograph production and an efficient process for professional image interpretation. In addition, systematic processes for team notification of pending x-ray orders and physician notification of completed x-rays have been implemented.

CWC is an affiliated practice site for UW Rehabilitation Medicine post-graduate residents. The clinical rotation involves the resident spending a three month block of time in MSTCU, where they are supervised by CWC and UW Rehabilitation Medicine staff. The residents are directly involved with Developmental Evaluation Center admissions, in addition to the other short-term admissions to MSTCU. Three rehabilitation medicine residents have rotated through CWC during the past 12-month period.

In coordination with the UW Department of Psychiatry, Division of Child and Adolescent Psychiatry, a developmental disability psychiatry elective was created in early 2008. The elective was developed to meet developmental disabilities training requirements for the child psychiatry fellows, and provides for one-half day per week of clinical experience in STAP, supervised by CWC staff psychiatrists. Thus far, one fellow has rotated through STAP, and the feedback we have received thus far has been very positive.

CWC medical staff continue to collaborate with community providers to address health-care disparities experienced by people in Wisconsin with developmental disabilities. CWC medical staff are frequently consulted by community providers and agencies throughout the State to assist in coordinating appropriate outpatient health care services. During the past year, CWC medical staff have presented at a number of seminars and conferences throughout the State, lecturing on various topics in the area of developmental disabilities. Dr. Marcus remains involved with teaching activities at the UW Medical School, including curriculum development and course lecturing to first-year medical students and third-year psychiatry residents. A new developmental disabilities seminar has been created for the third-year psychiatry residents and is now a required part of their training curriculum.

Medical emergency drills are routinely performed on all living units for each shift with assessment of competency. Medical emergency drills are reviewed by the Emergency Care Committee and all acute medical emergencies are reviewed monthly. The Emergency Care Committee consists of the medical director, director of nursing, staff training personnel, quality improvement coordinator, employee health nurse, unit LPN, and Central Supply staff.

The Nutritional Management Advisory Committee meets every six months to review CWC policy on dysphagia, feeding techniques, nutrition, and therapy services. Committee members include Occupational Therapy, Medicine, Nursing, Dietary, Rehabilitation Medicine, and Gastroenterology. The committee reviews eating assistance techniques and all new enteral tubes. In addition, the Committee serves as an educational resource for CWC staff.

CWC Medical Ethics Committee meets every six months to review policies on end-of-life decision-making, behavior treatment techniques, consent issues, and specific cases referred to the committee. Members include the medical director, director of nursing, clergy, a QMRP, legal representation, guardian/family members, and a client rights specialist. All new DNR requests are renewed by the committee prior to implementation.

The Medical Audit Team continues to audit the medical records of individuals focusing this year on assessment of physician progress notes. Recently-completed medical audits have included physician progress note completion, immunization compliance, cancer screening and gastrostomy tube placement. The Medical Audit Team is currently in the process of conducting an audit on Vitamin D supplementation.



Music Therapy

PROGRAM HIGHLIGHTS

Three credentialed Music Therapists and Music Therapy Interns provided Music Therapy services at Central Wisconsin Center (CWC) each week. Services include individualized assessments, program planning and integration of Individual Program Plan (IPP) objectives in both goal directed and leisure music therapy sessions. The Music Therapy (MT) Department also provided support, consultation, and integrative programs to all buildings and program areas including Therapeutic Recreation (TR), Adult Vocational Therapy, Foster Grandparent Program (FGP), Medical Services, Occupational Therapy (OT), Physical Therapy (PT), Psychology, Social Work and Cardinal School as requested. MT Assessments with written recommendations are provided to the short-term programs upon request. Live music was provided as requested for CWC-wide special events, Cardinal School Graduation, memorial services, Family Picnic and holiday celebrations. Music Therapy continues to coordinate CWC-wide piano tunings.

The *Concert Prep* summer series was offered for six weeks, mirroring the Wisconsin Chamber Orchestra *Concerts on the Square* programs. Sessions offered adapted musical experiences based upon that evening's classical music program. Average attendance each week for the sessions was over 70 participants. This program offers diverse music of different periods of history and cultures and integrates community based music experiences.

The community partnership with the Madison Symphony Orchestra continued to grow and evolve. Through coordination with the Education Director of the Madison Symphony, the *Heartstrings* string quartet came to Central Center once a month to provide an interactive musical conversation and exchange. The MSO invited CWC to co-present on this program at a conference at Monona Terrace. A power point presentation was prepared and delivered by a CWC Music Therapist. Performance dates have been identified from September 2008 – May 2009. This is a truly rare and unique partnership. Interactive performances were well attended by residents, parents and staff for this community engagement program.

Music Therapists participated on numerous CWC project teams, committees and system teams. Music Therapy assisted with research for and development of the Resident Satisfaction Survey.

Intern Training

Two students each completed 1040 hours (six months, full-time) of intern training in MT at CWC. Schools represented included:

- Illinois State University
- North Carolina State University

Both interns secured employment in Music Therapy for a 100% job placement for 2007.

In addition to interviews at CWC, interns were also recruited and interviewed at regional and national music therapy conferences. The availability of housing on grounds continues to be a very important aspect in recruiting interns. Physical Therapy (PT) Interns visited several Music Therapy sessions. Occupational Therapy Interns assisted with the OT / MT groups.

Community Outreach

MTs participated on the following community boards: Very Special Arts (VSA) Advisory Council, Wisconsin Chapter for Music Therapy conference planning, and Wisconsin Creative Arts Therapy Coalition. Information was provided, including consultation on program design and

content, identification of training needs, access to MT services and instrument recommendations. The Music Therapy Department records and monitors all community-based requests and outcomes. Several referrals were made to private practice MTs in the Madison area.

MTs served the American Music Therapy Association in the following roles:

- Great Lakes Regional Conference Consultant
- AMTA National Roster Clinical Training Provider
- AMTA Financial Advisory Committee
- Regional and State Conference Presenters and Trainers

University professors and MT students from the University of Iowa toured the MT program for a daylong program.

Training Provided

Tours of the MT Department were provided to both community-based staff and CWC staff. Additional tours have been provided to parents and guardians considering the Short-Term Assessment Program (STAP).

CWC hosted a day long music therapy conference provided to the Wisconsin Chapter for Music Therapy.

Getting to know about iPods, was presented for Central Center Adult Program Inservice Day.

An overview of music therapy was provided to six groups of Herzing College nursing students.

Music Therapy participated in several Center wide tours as requested.

Program Initiatives

The CWC Staff Band and Orchestra played for special occasions with 16 - 20 staff participating by playing violin, saxophone, flute, accordion, trumpet, trombone, keyboard, clarinet, and percussion. MT coordinates the rehearsals, conducts, plays in the band, sets up and organizes the music.

The MTs are working in partnership with West Music in Coralville, Iowa to help develop adapted spring mallets based on designs from CWC.

Songs were selected for each week to communicate a CWC Core Value and used in sessions.

Publications

Article: *Music Therapy and Developmental Disabilities: A Glance Back and a Look Forward*, Music Therapy Perspectives; Volume 25, Issue #2; 2007.

Book Review: Music Therapy Perspectives. Volume 25, Issue #2; 2007. *Clinical Training Guide for the Student Music Therapist*.

Chapter: *Competency-Based Intern Supervision*. 2001 Music Therapy Supervision. Barcelona Publishers. 2007: Translated to Korean and Japanese.

Nursing Services

PROGRAM HIGHLIGHTS

Nursing Services is comprised of the Director of Nursing, 1 Office Operations Associate, 4.6 Nursing Supervisor positions (Administrative Charge Office - one 50% Charge Nurse accepted a Unit Director position – the vacancy was filled in 1/08), 1 Resident Rights Facilitator, 10.8 Unit Nurse Clinician 3s, .8 Employee Health Nurse, 1 Infection Control/QI Specialist; Short-Term Care Unit (1 Office Operations Associate, 3.5 Resident Care Supervisors, 5.8 RNs, 3.5 LPNs, and 12.5 Float Resident Care Technicians), 2 Central Supply Staff, 1 Area Assistant, 3 RCT escorts; Staff Training positions (1 Nursing Supervisor, 3.4 Nursing Instructors, 1 Training Officer (11/07) and 1 Office Operations Associate). Nursing Services is responsible for guiding the nursing care provided by 52.7 LPNs, 38.9 Nurse Clinicians and 325.30 Resident Care Technicians (Certified Nursing Assistants).

Staffing

Recruitment of qualified nurses continues to be a priority goal for Nursing Services. The shortage of qualified nurses remains a national trend and continues locally. As nurses retire from Nurse Clinician, Nurse Supervisor and LPN positions, it continues to be difficult to find qualified replacements. RN vacancies ranged from 6-13 and LPN vacancies ranged from 4-11 over the year.

Many recruitment efforts continue: routinely publishing advertisements in the Wisconsin State Journal, local Hometown News, DeForest Times and Unified News Group. Continuous recruitment efforts are noted with the intranet sites – wisjobs.com, jobnet, and Madison Technical School. CWC served as a clinical site for Nursing Students from Herzing College, UW School of Nursing and Madison Area Technical College. Human Resource Assistants represented CWC at the Nursing Matters Expo and the Herzing Summer Career Fair. Additionally, three nurses and one Human Resource Assistant participated in the Monona Terrace Career Fair. Mock drills regarding nursing interviews were provided by the Human Resource Assistant at Herzing College. All of these recruitment efforts facilitated either job inquiries or scheduled interviews of 68 nurses.

Over this past year, the Director of Nursing interviewed 45 applicants for nursing positions which resulted in the hiring of 23 nurses (11 LPN, 9 Nurse Clinician 2's and 1 Nurse Clinician 3). One LPN completed the ADN program and accepted a position as a Nurse Clinician at the Center. Sign-on bonuses were offered to Nurse Clinicians who are new to state service as incentives to defray health insurance costs, moving expenses, student loan reimbursement, etc. The sign on bonuses helped recruit 8 new nurses. 6 limited-term nurses provided nursing coverage for staff vacancies or assisted with the Certified Nursing Assistant course. One limited-term LPN continues to accompany residents with multiple nursing care needs, including tracheostomies, while on community outings. Throughout the year, night LPN positions were reallocated to expand the number of Nurse Clinicians on the night shift. One LPN position was reassigned off the night shift to accommodate the AM Nurse Clinicians. Efforts continue to increase night staffing coverage with Nurse Clinicians. During this report period, 3 nurses (2 LPNs, 1 Nurse Clinician) retired with years of state service ranging from 27 to 39 years. The average was 32 years of state service for these experienced nurses.

Nursing Students

The Director of Nursing, Director of Staff Training and one Nursing Instructor continue to function as Faculty Associates for the UW- Madison School of Nursing. Faculty Associates are required to provide at least 30 hours annually of teaching or services to support the work of the School of Nursing. Central Wisconsin Center continues to serve as a clinical site location for 22 East High School Certified Nursing Assistants, Registered Nurse students (Associate, Baccalaureate and Master prepared) and Graduate Nursing Students/Nurse Practitioner for five different nursing programs in Wisconsin. Four Nurse Clinician 3s attended the Preceptor Orientation program sponsored by UW-Madison School of Nursing and participated as preceptors to 3 UW senior nursing students and 2 MATC ADN Students.

The UW-Oshkosh School of Nursing-Accelerated Program and the UW-Madison School of Nursing continue to contract with CWC for clinical rotations for senior nursing students. Three senior nursing students (1-Fall, 2-Spring) from UW-Madison School of Nursing and two (1-Fall, 1 Spring) from MATC –Associate Degree Program successfully completed clinical preceptorships with four Nurse Clinician 3s. Student projects included: hospitalization records for continuity of care and related to thermo regulation evidence based practice.

The Director of Nursing continues to function as a member of the MATC Nursing Advisory Board for LPN and Associate Degree Nursing (ADN) students. The group meets annually to discuss curricula design, board examination results, projected graduates and clinical preceptorships. One Nursing Instructor functions as a member of the Advisory Committee for Herzing College – Nursing Program. CWC has been involved in a community partnership with Herzing College and functioned as a clinical site for ADN students in January and February 2008. Herzing College continues to merge technology expertise with the nursing program to feature interactive courses and “hands on” clinical education. CWC provided clinical opportunities for 48 first year nursing students and 2 instructor staff on the morning and evening shifts in Living Unit 5. Clinical orientation was provided to two Herzing College Nursing Instructors. Three groups of ADN students from the MATC – Watertown, were provided a 1 ½ hour overview of Developmental Disabilities Nursing. A total of 22 nursing students and one instructor participated in this educational offering. MATC-LPN program utilized CWC as a clinical site for 6 LPN students over January-February 2008.

Career Progression –“Grow Your Own”

Union and Management representatives identified career progression opportunities for employees interested in nursing careers. Guidelines were updated and identify a variety of options for Resident Care Technicians (RCTs), Licensed Practical Nurses (LPNs) and Registered Nurses (RNs) to further their professional education in Nursing. The options included: RCT Advancement to LPN, LPN Stipend Program, RCT Advancement to RN, LPN Advancement to RN, LPN Advancement to RN, RN Scholarship Program and RN Advancement to BSN, MSN, Nurse Practitioner or Doctorate. The approach to "Grow Your Own" staff has been a positive recruitment/retention tool as noted with a total of five RCTs completing the LPN Stipend Program and hired into vacant LPN positions at the Center.

LPN Stipend & RN Scholarship Programs

The LPN Stipend and RN Scholarship Programs continue to be offered as career ladders to a limited number of employees who meet eligibility requirements. Recipients of the LPN Stipend Program are eligible for reimbursement of tuition, access to required books and salary while working part time at CWC while attending an accredited nursing school. The RN Scholarship Program invites eligible staff to apply for scholarship monies on a competitive basis. Currently,

no Resident Care Technician has met criteria for the RN Scholarship Program. Three Resident Care Technicians are the recipients of the LPN Stipend Program for 2007-08. Two of the recipients successfully completed the LPN Program and were hired. One RCT continues in the LPN program at MATC.

Nursing Practice Committee

This committee consists of nurse representatives from each unit and meets on a monthly basis. The workgroup discusses best nursing practice issues, pharmacy changes and reviews/modifies nursing procedures and policies. These nurses also update knowledge of medical technology and conduct surveys regarding new equipment and product evaluations. Committee work this year included sharing best practices, expanding use of dual flow enteral feeding pumps, identifying unit nursing routines for continuity of care, revising nursing policies/procedures, calibrating thermometers and oximeters, oxygen updates, shift report, medication administration and enteral feedings.

Nurse Clinician 3 Committee/Activities

The Nurse Clinician 3 group meets monthly to discuss nursing issues, write/update nursing procedures, increase knowledge/skills and problem solve ways to improve nursing care on a Center-wide basis. These nurse leaders network to explore ways of improving nursing documentation, implement the cross shift report process for nurse to nurse report and nurse to RCT report, review technological changes, discuss pharmacy updates, identify delegation/joint practice issues, discuss infection control practices, identify high alert medications, problem solve root causes of medication errors and implement strategies to reduce unit medication error rates.

The Nurse Clinician 3s continue to assist in utilizing the Unit Orientation Check-list to help orient new staff to the health care needs. Competency testing continued to be provided by NC3s to staff on the topics of: oxygen administration, discontinuing enteral feedings, tracheostomy cares, epi-pen usage and other delegated nursing acts. Teaching activities are provided by Nurse Clinician 3s in the areas of unit orientation, emergency drills, safety, first aid measures, medication administration, medication error monitoring, seizure charting, hydration/nutrition, injury/accident process, pain management, hand hygiene and other principles related to infection control practices. Nursing policies and procedures are continually reviewed and updated based on input from this committee. Comfort management, nutritional status and skin care continue to be areas for continual assessment, monitoring and evaluation.

Incident Review Process

Monthly Risk Management Unit Team meetings are conducted to problem solve and review injuries, patterns and prevention strategies. Unit data are reviewed to determine trends and if there is the need for additional training. Prevention strategies are emphasized with a focus on staff education. The incidents are then routed to the Director of Nursing for further review and distributed to other appropriate members of Administrative Staff including the Client Rights Specialist. Each month the Incident Review Committee, a twelve member interdisciplinary team, meets to discuss and review each unit's incidents and trends over time. The committee reviews all critical, non-critical, unknown, off unit and near miss incidents, reviews the investigatory information, analyzes prevention plans and identifies any trends or patterns of injuries. The committee makes recommendations to unit teams for follow up and monitors outcomes to improve accident/injury rates. Chart audits are routinely conducted by the Resident Rights Facilitator to track outcomes and to identify specific areas for improvement. Critical incidents were audited as part of a special quality improvement initiative.

The incident review process was reviewed and updated; forms modified and reference manuals distributed to all units. Policies and procedures were revised to reflect changes in the need to promptly report and investigate thoroughly all near misses, injuries of unknown source, unwitnessed injuries and critical incidents. The Injury Investigation Worksheet was developed to assist staff in completing thorough investigations and aid in filling out the Investigatory forms. The Client Incident Log was revised to include timelines to meet regulatory standards. A webcast was made and training provided to staff regarding the updated process.

Emergency Care Committee/Emergency Training

The Emergency Care Committee meets regularly to review Center-wide emergency care issues. The committee members assist in coordinating emergency unit drills and providing feedback to prepare staff to respond to cardio/respiratory emergencies. Emergency mock drills and review of emergency equipment continue to be coordinated and conducted on the living units by Charge Nurses and the Nurse Clinician 3s. An emergency trainer cart has been used by staff during the simulated emergencies. Drill scores ranged from 12-19 points, with 20 points being the optimal score. Feedback from staff who participated in the mock drills and review of equipment, continues to be positive.

All RNs, LPNs, Respiratory Therapists, and Medical staff are CPR certified by the American Heart Association on an annual basis. New Zoll Automated External Defibrillators were replaced on all emergency carts. CPR training now includes competency training on the use of the Automated External Defibrillators (AEDs) for all Respiratory Therapists, medical and nursing staff. Emergency drills and workshops on respiratory care procedures are provided annually with competency based skill evaluations. 185 CWC staff participated in HCP Renewal, HCP Beginner, Heart Saver AED and First Aid classes over the past year.

Fall Prevention Committee

The Fall Prevention Committee is comprised of staff representatives from Nursing, PT/OT, QMRP and Staff Training. The committee routinely reviews fall records and data from Living Units 1, 2, 4, and 5. The fall data records identified specific information regarding the fall, location, reason and any injuries that may have occurred. Unit teams review the data and obtain baseline information to problem solve prevention strategies. These data help track injuries and provide information to team members to modify plans of care. Hip protectors continue to be used by select individuals with positive results. Training on fall prevention, including the Facing Forward approach, continues to be implemented in the Certified Aide Instructional Program for newly hired Resident Care Technicians, General Orientation for all newly hired staff and annual training for all unit staff. A new fall prevention videotape has been developed to educate staff regarding fall safety guidelines and is available for educating staff and for further reference.

Special Events/Activities


- **CWC Nurse's Day:** RN and LPN staff celebrated Nurse's Day on May 7, 2008. The theme was "The Benefits of Humor" presented by Kathy Oehrlein. An introduction was provided by Kathi Steele, Director of Nursing. A luncheon was provided while cake and coffee were purchased with donations from the Center doctors, who served the refreshments. Entertainment was provided by a singing performance by Medical Staff. Nursing cups and unit textbooks were shared as tokens of appreciation.



- **Professional Development Activities:** A Nursing Career Development Survey was designed and disseminated to RNs and LPNs to identify interest in returning to school or areas for professional development. The results of the survey will guide the planning of future presentations and workshops.
- **Safety in the Environment:** The CWC Director and Director of Nursing developed a PowerPoint presentation for CWC staff, "Your Role in Promoting Safety in the Environment: Preventing Sexual Abuse." A web cast presentation continues to be viewed by staff. This content was also presented to all new employees and incorporated into content for the New Employee Orientation program. The Director of Nursing and Director of Staff Training were active members of the Caregiver Project Grant for the State of Wisconsin. Staff education and curricula development regarding the prevention of caregiver misconduct were the focal points.
- **Quality Improvement Activities:** Throughout the year, special project teams have studied ways to recruit and retain nurses including varied schedules and promoting career ladder initiatives. Other quality improvement initiatives have included cross shift report, root cause analysis of medication errors, expanding the thoroughness of injury investigations, on unit observations of medication administration, review of pain management medications, unit observations of infection control practices/environment and chart audits. Nursing Services continuously monitors medication error statistics and accident/injuries, assists with quarterly active treatment/infection control surveys, studies strategies to improve nursing documentation, expands the implementation of closed enteral feeding systems, provides nutrition monitoring and pain management, improves communication through updating the format of the Daily Living Plans, studies cross shift report for team members and conducts chart audits related to critical incidents. Evidence based practice continues to be an area for further studies.
- **Medication Errors:** Medication errors are reviewed at the time of the error, with the Unit Director or NC3, reviewed by the Director of Nursing and at the Center-wide Medication Error Committee meeting. Over the year, time has been devoted at the NC3 monthly meetings to actively problem solve approaches to reduce medication errors on each unit. Error rates are benchmarked with other hospitals and nationally. The error rate continues to be significantly lower when compared to national and local benchmarks. Follow up and prevention strategies are shared with medical, nursing and pharmacy staff as appropriate. On unit observations of medication administration, including feedback to the nurse, continue as an improvement method to ensure compliance with nursing standards of practice. An automated medication dispensing machine was purchased but implementation has been delayed due to software problems.
- **Enteral Feeding System:** Dual flow pumps, portable pumps and a variety of different brands of enteral feeding pumps continue to be implemented. Specifications for enteral pumps to meet diverse needs were identified and a new portable feeding pump was piloted on select units. Consultations with physicians, dietitians, Central Supply, Stores and the Nurse Clinician 3s have been instrumental in transitioning to the closed systems for enteral nutrition. Closed enteral systems are recommended for optimal infection control.
- **Pain Management:** The pain assessment tool and data collection tool continue to be utilized to identify baseline assessments and collect data related to pain/comfort management effectiveness. Baseline information is reviewed and updated at each individual's annual review and recorded on the tool. Pain is identified as a 5th vital sign on the Resident Incident Report form. Data are collected related to acute and chronic pain episodes and filed in the

new Pain Management section of the chart. The interdisciplinary Pain Management Committee continues to meet. Narcotic use and identified guidelines for team consideration when using narcotics were implemented. Additional training on pain assessment tools for non-verbal individuals, data collection methods, benefit-risks of transdermal medications and learning opportunities regarding the topic of pain management continues.

- Infection Control/Living Unit Audits:** Infection control surveillance activities are conducted in each living unit by nursing staff and the Infection Control Nursing Specialist. Feedback is provided to increase knowledge and skills related to infection control practices. Initial and follow up visits are provided by the Infection Control Nursing Specialist, NC3 and Charge Nurse to ensure regulatory compliance. Information on blood borne pathogens is presented to all new employees and mandatory annual training for CWC staff. The “Infector Inspector” concept was initiated with a team of “germs” entering the units, with the inspector (IC Specialist). The staff members were observed performing proper hand hygiene and rewarded with Purell and chocolate for their efforts. This was a fun and interactive educational opportunity for staff. In May, an abstract and poster of the, “Infector Inspector and His Band of Many Nemeses”, was presented at the state APIC Conference. The poster was awarded first place among all entries. These creative teaching sessions continue with Staff Training Instructors, unit staff and the Infection Control Nurse.


- Community Partnerships:** Kathlyn Steele attended the National Conference of the Association of Public Developmental Disabilities Administrators Conference from February 18-20, 2008, in Phoenix, AZ. Nurses from DDNA presented information on delegation and health care issues. The Wisconsin Chapter of DDNA continued to meet at CWC throughout the year to network and prepare for the National DDNA Conference. Kathlyn Steele was invited to participate with 17 other health care educators/agencies in a special initiative sponsored by the Oscar Rennebohm Foundation. This group met in April and May to collaborate on strategies to ameliorate the projected nursing shortage in the Madison area. Representatives from Schools of Nursing, local hospitals, Home Health agencies, Hospice, Nursing Homes and Central Wisconsin Center will continue to meet to identify solutions to the nursing shortage, including areas of nursing education/curricula, recruiting qualified instructors/faculty, image of nursing as a profession and advancements in technology. This special initiative will continue to focus on building collaborative Nursing Partnerships for the future.
- Nutritionally at Risk (NAR):** Protocols, standardized guidelines and written tools to use as reference when identifying someone at risk for nutritional problems continue to be utilized by team members. Three individuals were identified as nutritionally at risk and returned to optimal weight within 2-8 months. These individuals have chronic, complex health issues and need close monitoring of nutritional status. Currently, one person meets the definition of Nutritionally at Risk at CWC during this report period.
- Communication Systems Cross-Shift:** Nursing and Resident Living continue to partner to study ways to improve ways to standardize the process for cross-shift report/rounds. A project group was commissioned to facilitate the standardization of a cross-shift tool to outline the report process. The tool and process were piloted in LU 4 and then modified after feedback. The Charge Office assisted in providing training and feedback to staff regarding implementation of the new process. All units were then introduced to the format and tool to

share information at cross-shift. Team participation was emphasized with each discipline having a role in improving hand-off communication. The project team assisted in monitoring each unit's progress in implementing a team approach to shift report. Use of the Daily Report Record, Daily Living Plan, CAMI notes, Interdisciplinary Team recommendations, Incident Reports, Nursing Directives and rounds are tools to share needed health information at shift report. Nurses continue to partner with Resident Living staff to update the Daily Living Plan using a computerized format.

Pharmacy Services

PROGRAM HIGHLIGHTS

The Pharmacy Department employs one full-time Registered Pharmacist as Director, 3.4 Registered Staff Pharmacists, and four Pharmacy Technicians. Hours of operation are from 0730 to 1600 daily, Monday through Friday. Pharmacy services are provided in Central Wisconsin Center (CWC) living units, the Short-Term Assessment Program (STAP) and in the Medical Short-Term Care Unit (MSTCU).

The Pharmacy Department provides and promotes comprehensive pharmaceutical care for the health, safety and comfort of people living at CWC, their families and staff. The Department helps individuals residing at CWC receive optimal care by ensuring safe and appropriate use of pharmaceutical products. Pharmacy Department services include:

Distribution of all Medications

- Procurement and management of pharmaceutical inventory. Purchasing pharmaceuticals on the Minnesota Multistate Contracting Alliance for Pharmacy (MMCAP) contract helps the CWC Pharmacy realize a savings of approximately 15% when compared to what the same medications would normally cost off of the MMCAP contract. The CWC Pharmacy inventory system is now computerized. Inventory levels and reorder quantities have been established for all formulary medications in the Pharmacy computer system. Orders to the pharmaceutical wholesaler are generated by the automatic drug reorder program in the Pharmacy computer system.
- Direct control, packaging and distribution of all medications.
- Preparation of extemporaneous pharmaceutical preparations.

Clinical Reviews

- Review of all medication orders for allergies, proper drug use, dose, dosage form, dosage regimen and route of medication; drug-drug, food-drug, drug-tube feeding and drug-lab interactions; adverse reactions and side effects.
- Quarterly, comprehensive medication reviews with appropriate recommendations to the interdisciplinary team.
- Provision of pharmaceutical information to healthcare professionals and guardians/parents.

Consultative Services

Pharmacists provide regular consultations to individuals upon admission to the MSTCU, STAP and at Integrated Behavior Reviews. These consultations include recommendations for alternate medications, dosage adjustments, and changes in administration times to reduce complexities. Pharmacists utilize the Dyskinesia Identification System: Condensed User Scale (DISCUS) to directly monitor individuals whose medication regimen puts them at risk for tardive dyskinesia. Pharmacists prepare an annual medication history for each client which details all changes made in each person's drug regimen over the previous twelve months.

Medicare Part D Billing and Reimbursement

The Medicare Part D prescription drug benefit began on January 1, 2006. One hundred eighty-five CWC clients are currently eligible for Medicare Part D benefits. In order to serve Medicare Part D clients, CWC Pharmacy contracted with a Medicare Part D Prescription Drug Plan and implemented on-line electronic prescription claims adjudication via the pharmacy computer

system. From January 1st through June 30th 2007, CWC received reimbursement of over \$625,000 for medications dispensed to CWC clients enrolled in Medicare Part D.

Pharmacy Student Program

Pharmacists provide training to Doctor of Pharmacy students through an 8-week Advanced Pharmaceutical Care Clerkship. CWC became an Experiential Education Site for the University of Wisconsin (UW) School of Pharmacy in May 2001. Students are involved in a variety of activities, including interdisciplinary team functions and formulary development.

Pharmacy and Therapeutics Committee (P&T)

The Pharmacy Director serves as the chairperson for this twelve member interdisciplinary advisory committee, which represents the official organizational line of communication and liaison between medical, pharmacy and other healthcare staff. It develops and implements broad professional policies relating to drugs at CWC, including their evaluation or appraisal, selection, procurement, storage, distribution and safe use within the formulary system. Pharmacy staff, under the general direction of P&T, utilize new generic medications as they become available.

Controlled Substance Committee

The Controlled Substance Committee is an interdisciplinary subcommittee of P&T whose primary purpose is to identify current problems with storage, distribution and documentation of controlled substances throughout CWC. The group then recommends policies and procedures that will ensure effective care and minimize the potential for diversion in accordance with state and federal regulations.

Medication Error Evaluation Group

This four member interdisciplinary team is a P&T subcommittee for review of all medication errors. The group identifies root causes and makes recommendations to P&T to prevent future errors. The group recommended purchasing an automated unit dose filling machine (AutoMed FastPack EXP). The FastPack EXP will be implemented at CWC within the next twelve months.

Quality Improvement Activities

Pharmacists provide ongoing consultation in all areas of medication therapy and distribution. They participate in interdisciplinary team functions and provide recommendations in areas of behavior intervention, pain management, nursing medication policies and procedures, emergency care and medical audits. Quality improvement studies are conducted to help identify “best practices” that will ultimately result in cost containment and improved resident safety. Studies are also conducted in areas of distribution to identify ways to improve the systems of medication labeling, delivery and security.

Publications

The Department, in conjunction with P&T, is responsible for revising and publishing the “Formulary”. The “Formulary” is a continually revised list of pharmaceuticals and medication related policies, procedures and information that represent the clinical judgment of the physicians, pharmacists and other health care professionals in the diagnosis and/or treatment of disease and promotion of health.

Psychological Services

PROGRAM HIGHLIGHTS

The Psychological Services Department is committed to providing state-of-the-art support services that maximize the quality of life of the individuals living at Central Wisconsin Center (CWC).

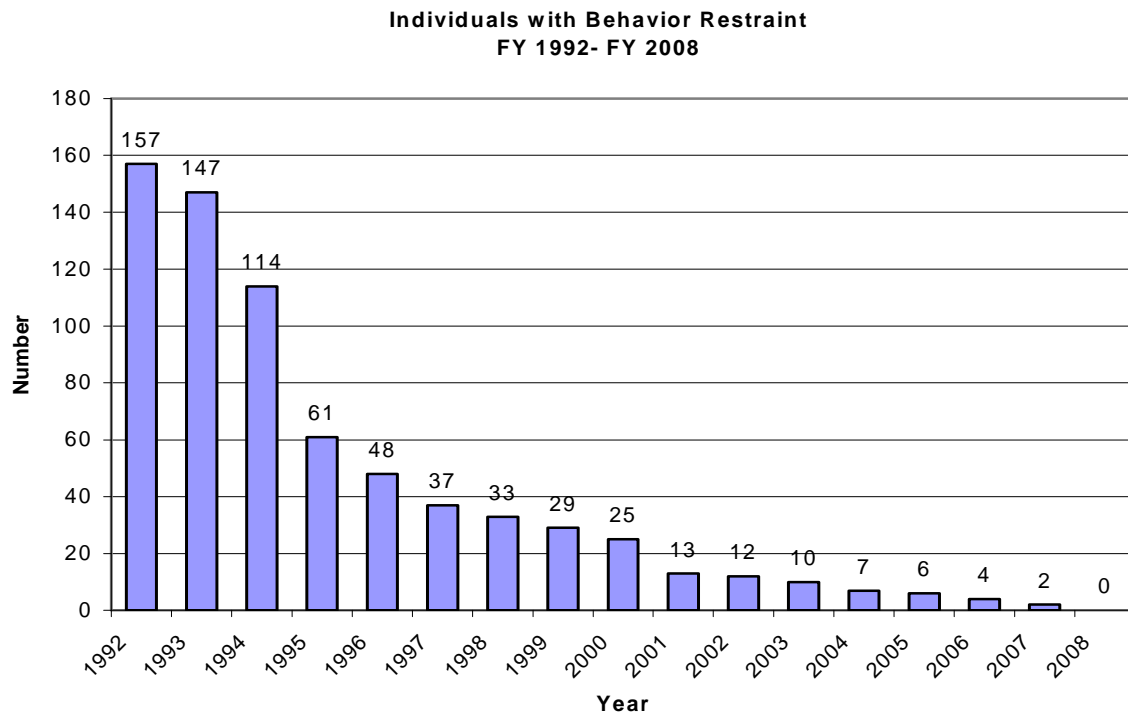
In keeping with this commitment, annual skill and progress assessments are provided for all individuals living at CWC, and behavior intervention services are provided for each individual who has been identified by their interdisciplinary team as in need of these services. In addition, community technical assistance and workshops are provided to support individuals with developmental disabilities (DD) currently living in community settings. Psychological Service Department staff serves in the Employee Assistance Program (EAP) and as Peer Intervention Counselors (PSI).

The Psychological Services Department consists of the Director of Psychological / Program Services, seven Psychologists / Associates (6.3 FTE), and four Psychological Service Assistants (4.0 FTE).

Psychological Services Department initiatives include:

- Assuring that all behavior intervention plans are derived from a detailed assessment of behavior function.
- Assuring that all behavior intervention plans have functionally equivalent replacement behaviors that can be substituted for the identified problem behavior.
- Providing direct training to help individuals acquire functional replacement behaviors.
- Providing assessment and monitoring of all individuals who are at risk for accidental or intentional ingestion of nonnutritive substances.
- Providing reliable data on the incidence of peer-to-peer aggression and developing recommendations for reducing peer aggression.
- Developing interventions that can reduce the need for restraint usage (see TABLE V above).
- Providing competency-based training and algorithms to facilitate the comprehension of intervention procedures.
- Monitoring the implementation of Individual Behavior Intervention Programs (IBIPs) to assure accuracy, consistency, and effectiveness.
- Promoting integration of Medical, Psychiatric and Psychological Services for individuals with problem behaviors through an integrated review and planning process referred to as Integrated Bio-behavioral Reviews.
- Continually updating and refining training curriculums for new employees.
- Integrating Psychological Services across CWC's short-term care programs.
- Identifying ways to reduce staff injuries stemming from aggressive behavior demonstrated by individuals living at CWC.
- Assessing adaptive behavior and cognitive skills to assist interdisciplinary teams in identifying appropriate learning objectives for the people living at CWC.
- Supporting the organization's efforts at quality improvement through implementation of a "systems" focused model.
- Provide training in the Personal Safety Techniques utilized by CWC employees.

- Supervised learning opportunities for masters and Ph.D. candidates in the UW-Rehabilitation Psychology program.



Quality Improvement Department

PROGRAM HIGHLIGHTS

In early 2008, Central Wisconsin Center (CWC) introduced a new Quality Improvement (QI) Department. The department includes a Quality Improvement Director responsible for the three Centers and a Quality Improvement Coordinator for CWC.

The goal of quality improvement is to continually improve the processes at CWC, to provide the best possible care for individuals living at CWC. Central Wisconsin Center has been a leader in implementing quality improvement since the 1990's. Until recently, there was no staff dedicated to leading and coordinating improvement activities across the center.

After the orientation, the Quality Director and Quality Improvement Coordinator created a plan to advance quality improvement at CWC. Some of the work has included:

- Work with teams on tools to measure satisfaction of individuals, families, guardians and employees to better understand where we are doing well and where we can improve;
- Reorganize the CWC quality team structure including the six System Management Teams and the Administrative Quality Team;
- Work with the System Management Teams to define ways to measure and show others how as an organization, we are improving the care provided.
- Provide education on Quality Improvement topics;
- Begin writing about the excellent work done at CWC as part of the Wisconsin Forward Award application.

Qualified Mental Retardation Professionals

PROGRAM HIGHLIGHTS

Qualified Mental Retardation Professionals (QMRPs) serve as the case managers for people living at Central Wisconsin Center (CWC). QMRPs are responsible for developing, coordinating, integrating and monitoring Individual Program Plans (IPP) to assure quality outcomes consistent with treatment approaches. QMRPs review all IPPs on a quarterly basis to update and modify the training programs as necessary.

QMRPs also participate as members of the interdisciplinary teams on the two community-oriented admission programs at CWC, the Short-Term Assessment Program (STAP) and the Medical Short-Term Care Unit (MSTCU).

As part of the QMRP Department's ongoing commitment to improve the quality of life for the people who live at CWC, the Department has been piloting a new approach to developing the IPP. By using person-centered planning, the interdisciplinary team focuses on how to personalize and improve the services and supports for an individual. The QMRP Department will continue to implement these techniques into interdisciplinary teams during the coming year.

The QMRP Department recently introduced person-centered communication strategies to interdisciplinary teams. By using Essential Lifestyle planning tools, the department is developing personalized communication approaches for all individuals living at CWC.

There are twelve QMRPs on staff at CWC and the average caseload per QMRP is approximately twenty-five individuals.



Rehabilitation Services 2007-2008

PROGRAM HIGHLIGHTS

Organization

The Rehabilitation Services Department provides Physical Therapy (PT), Occupational Therapy (OT), Respiratory Therapy (RT), and Rehab Technology services to persons living at Central Wisconsin Center (CWC). The Department consists of the Director of Rehabilitation Services, one Office Operations Associate, 8.9 Physical Therapy positions (one vacant position), one Physical Therapy Assistant, 9.75 Occupational Therapy positions, 4.85 Occupational Therapy Assistants, 8 Respiratory Therapy positions, and 6 Orthopedic Appliance Technicians.

In its fifteenth year as a Wisconsin Medical Assistance (MA) Provider, CWC generated \$62,673 in MA reimbursements during FY 07-08. Medical Assistance is billed for the splint devices used at CWC, and the seating systems and splint devices for outpatient clients. In February of 2005, Physical and Occupational Therapy began billing community clients for outpatient services rendered; CWC generated \$3,053 in reimbursements for FY 07-08. Private insurance, if available, continues to be billed for all adaptive equipment for both CWC and outpatients. Income obtained from private insurance in the last fiscal year was \$3,237.

CWC Services

Therapy Services

The Rehabilitation Services Department continues to provide quality physical, occupational and respiratory therapy services to people who live at CWC and those admitted through the Medical Short-Term Care Unit (MSTCU) and Short-Term Admissions Program (STAP).

TABLE VI
Therapy Services

	Occupational Therapy	Physical Therapy	Respiratory Therapy
Services Provided	FY 07-08	FY 07-08	FY 07-08
Short-Term Care – Active Treatments	1	1	22
- Consultations	888	673	
- Referrals Received	236	227	46
- Completed Referrals	239	229	46
CWC – Active Treatments	9754	6488	44038
CWC – Consultations	3575	1923	
CWC – Referrals Received	285	294	83
CWC – Completed Referrals	283	297	85

Rehabilitation Technology Services

The Rehabilitation Technology Laboratory provides seating systems, positioners, and orthoses for people residing at CWC. The Lab continues to provide services to individuals who reside in the community on an inpatient and outpatient basis. Prior authorizations for seating systems / wheelchairs were submitted for 37 clients.

TABLE VII
Rehab Lab Orders Completed

	Rehab. Orders Completed
Miscellaneous	1140
Orthoses	9
Seated Positioning Systems	43
Prone Positioners	4
Sidelyers	3
Supine Positioners	0
Community Seating Systems	24
Seating / STCU	14
Miscellaneous STCU	178
Orthoses / STCU	11
TOTALS	1426

STCU = Short-Term Care Unit

Student Training Programs

Occupational Therapy Student Program

Occupational Therapy provides training for individuals who are enrolled in OT and OT Assistant Programs. Over the past fiscal year, one Level II OT Intern completed 12-week affiliation. Six Level I Interns completed their one-week affiliation. Nineteen OT Assistant students completed their requirement for their Level I fieldwork.

The student coordinator presented a four hour lecture and demonstration on Normal Oral Motor Development to 19 MATC students. This is part of the students Level I fieldwork experience.

The student coordinator presented a one hour lecture on Occupational Therapy in Developmental Disabilities to students in the Introduction to Occupational Therapy Class at the University of Wisconsin-Madison

The student coordinator is the University of Wisconsin-Madison representative to Wiscouncil.

The student coordinator participated in the 2008 Advisory meeting for University of Wisconsin-Madison.

Contracts for student affiliations remain in effect with the following schools: University of Wisconsin-Madison (UW-Madison), Western Michigan University, Mount Mary College, Washington University, St. Ambrose College, Concordia University, MATC, University of Minnesota, and University of Wisconsin-Milwaukee (UW-Milwaukee) and University of Southern California. A new contract has been set up with UW-LaCrosse.

Physical Therapy Student Program

Physical Therapy continues to provide training for PT and PT Assistant Interns. Fourteen PT students have participated in the training program, including five Interns for eight weeks, one Intern for seven weeks, two Interns for six weeks, one Intern for five weeks, two Interns for four weeks, one Intern for two weeks and one PT Assistant Intern for 112 hours and one for 40 hours. Twelve PT Interns successfully completed clinical affiliations.

Contracts for student affiliations were renewed or remain in effect with the following schools: UW-Madison, Marquette University, Washington University, Northwestern University, Mayo School of Health Related Sciences, Chicago Medical School, Concordia University, Maryville University, Quinnipiac College, Carroll College and Blackhawk Technical College's Physical Therapy Assistant Program.

Nine therapists, in addition to the Clinical Student Supervisor, have been nominated for preceptorships from the UW-Madison.

Respiratory Therapy Student Program

From September 2007 through December 2007, twenty-two second-year MATC RT students participated in the RT Program. Each student spent one day observing and assisting the RTs. The contract with MATC, to provide this one-day clinical observation practicum, has been renewed. 46 nursing students also received orientation.

Services Provided to Community Agencies

OT, PT, and RT spent a total of 1,096.5 hours providing training and consultation to: parents, guardians, and individuals involved in community transition and planning issues, UW-Hospital and Clinics during swallow studies, Botox and orthopedic appointments, community-based vocational programs and bus companies.

Services Provided to CWC Staff

PT, OT and RT continue to provide training to staff at CWC. Over the past fiscal year, therapists have spent a total of 443 hours in Staff Training and Development (ST&D), offering training sessions during the Certified Nursing Assistant (CNA) classes. Six hundred and ninety-five hours have been spent training Resident Care Technicians (RCT) on individual OT, PT and RT client goals and programs to be carried out in the various buildings. The majority of the time was spent on competency based training. In addition, a total of 605 hours of training have been provided to UW-Rehabilitation Medicine Physicians, Registered Nurses (RN), Licensed Practical Nurses (LPN), Program Staff, Teachers, and new Rehabilitation Services Department employees.

PROJECTS AND TRAINING

PROJECTS

Staff Training and Development

Occupational and Physical Therapy staff continues to be involved in the CIP/CNA training with ST&D. Training material is updated throughout the year to meet the CNA certification requirements and to adjust to the learners' needs/feedback. Annual Arjo lift training is now done for all direct care employees using a short video at the same time of year as the Face Forward and Focused for Falls Prevention video.

Prevention of Falls Committee

The Prevention of Falls Committee is an interdisciplinary committee made up of Rehab staff, nursing and resident living. The committee met three times in the last year to review fall data, list of residents wearing HipSavers and their falls, viewed the completed video on preventing falls in ambulant individuals("Falls and Developmental Disabilities"), drafted the CWC's Falls Prevention Program, and share new research articles related to Falls Prevention in long term care. In addition the committee has been working on a way to develop a CWC Falls rate. The committee will be looking at the total number of individuals who are still ambulant, how many falls are occurring per year in this ambulant population and the rate of injury when they do fall. The new falls prevention video is being shown to all new RCTs and to all direct care staff in living units where there are ambulant individuals.

Prevention of Fractures Committee

CWC's Fracture Prevention Committee is an interdisciplinary group (nursing, physicians, Rehab staff, Dietitians and Unit Directors) that met 4 times during the last year (October, December, February, and April). Initial discussions focused on identifying residents most at risk for fractures, reviewing the literature for fracture risk, current diagnostic tests, possible future tests, and current treatment approaches for fractures. The committee facilitated the development of an interdisciplinary approach to fracture treatment and we are currently working on a checklist for interdisciplinary teams to utilize following a fracture to ensure best practices are implemented. In addition to developing best practice treatment and handling approaches, we have been discussing how to start a trial of vibration therapy for a few individuals to see if this would be a viable treatment to improve bone density and decrease fracture risk in residents who are losing or have lost standing skills.

Safe Transportation Committee

The Transportation Committee continues to meet quarterly or as needed with all the primary transportation providers. Discussions focus on annual schedule, weather policy, drop off/pick up schedules, any safety issues that have occurred during the previous quarter, new safety equipment or procedures, ways to improve communication and inservice topics (such as Safe Evacuation or dealing with injuries).

Safe Lifting Initiative Grant:

CWC completed their participation in the DWD's Safe Lifting Program in August of 2007 by submitting a final quarterly report to DWD (and our partner) and by completing a facility evaluation of the project. We had 71 staff who were trained over the last three years in safe lifting practices complete an electronic survey for the Safe Lifting Coordinator. Following completion and receipt of these reports the \$20,000 grant was received which covered the costs of the Safe Patient Care Ergonomic Consultant, Safe Patient Handling and Movement Conference and Staff Training costs related to training new staff and current staff in safe lifting techniques.

Creating a Minimal Lifting Environment

In April 2008 the Secretary of DHS requested a summary of equipment that CWC would need to implement a Minimal Lift Environment (a working environment where there would be a minimal amount of manual lifting). Rehab staff did a survey of living units, the current population, future needs and assessed the condition of our current Safe Resident Lifting equipment and put a proposal together for the Division and Secretary that detailed our immediate need for additional Safe Resident Lifting equipment and what would our needs be over the next 10 year. A

Cost/Benefit analysis for the equipment was submitted to the Division of Long Term Care in June 2008. This proposal was incorporated into the Department's capital project request.

In addition to the equipment proposal we have been working with the Director's Office and the Division on developing quarterly employee injury rate summaries that are easier to interpret and determine injury trends. The CWTF (Center-wide Task Force) continues to do monthly review of all resident handling injuries, quarterly assesses injury trends by cause and living unit, and coordinates injury prevention projects that target areas of increased injuries. The five challenging causes of injury are Aggression, Slip/Trip and Falls, Repositioning, Standing-pivot transfers and Struck on/or against an object.

Prevention of Slip, Trip/Fall and Struck on/against an Object:

The committee met once during the last year. Rehab staff continue to work with Resident Living on improving bedroom arrangements to decrease crowding/cluttering. Resident Living purchased 40 new dressers last year which are taller and narrower to increase space in bedrooms and the plan is to continue to purchase more for other living units this year. Resident Living also has a goal to decrease the census on the living units as community transitions occur so areas are less crowded. Ten new ceiling lifts were installed during the last year which also decreases crowding in the bedrooms by not having a floor lift in the way.

Repositioning Committee (New Culture of Safety on the Living Units)

The Repositioning Committee was started in March 2007 and has been re-named the "Culture of Safety Committee" as of July 2008. It was originally formed with the goals of determining areas on which to educate staff on repositioning issues and to introduce new repositioning equipment to staff. It has expanded to be a committee that facilitates each living unit to develop a Culture of Safety team that will work together to reduce staff injuries. Some of the tasks the committee has accomplished this year are: reducing the "Safe Patient Handling Conference" webcast into smaller, abridged video segments (10-15 minutes in length) for the living units to view in helping roll out the new Culture of Safety work, assisted in purchasing \$10,000 (out of Risk Management Funds) worth of repositioning equipment, surveyed the RCTs in each living unit for their opinions about safety in the workplace, and met with a representative committee of Rehab, RCTs and RCSs about the implementation of the new Safety Culture committees. In addition, introduction and discussion questions were developed for each of the Safe Patient Handling video segments. During the next year other Stakeholders (adult program staff, QMRPs, Psychologists and Resident Living staff) will be introduced to the project. The committee will initially run a pilot project in two living units with the Rehab staff taking the lead and being the "Safety Champions" of the project. Eventually the new Culture of Safety project will be rolled out on all the living units at the Center.

Data Collection (on Botox Treatments, Pressure Ulcers and Swallow Studies)

The Rehab Department continues to collect data on pressure ulcers and swallow studies. Starting last fall information was added to the swallow study data, the Occupational Therapists are now recording if the individual needed his/her mealtime recommendations modified after a swallow study due to the findings. CWC continues to have a very low incidence of pressure ulcers, less than 2% a year and all pressure ulcers are less than a stage IV.

Starting in April 2008 the Rehab Department started collecting data on the effectiveness of BOTOX® (Botulinum Toxin Type A). Data had been collected in the past using the Ashworth scale to assess muscle tone and joint range of motion data that was not conclusive on whether or not it had been effective. Since April 2008 the PT and OT staff have been submitting a data

sheet on each resident that has BOTOX treatment, the data sheet includes the date of treatment, muscle groups injected, whether or not it is a new treatment, and an individualized measurable goal for that resident that pertains to the muscle group injected. The individualized goal is rated using a Goal Attainment Scale. Each goal is rated on a 5 point scale point scale from -2 to +2, where 0 equals the goal being met. Each resident can have a separate goal but all have the same scale for goal success. The goal data can be recorded during active therapy treatment or an IPP goal or by interviewing the RCT periodically. Goal data is recorded at the time of treatment, 3 weeks post treatment (when the maximal effectiveness of the BOTOX should be present) and at 3 months (when it is wearing off). Data collection started in April 2008 and will continue thru October 2008, and then the first assessment of data will be done.

Emergency Manual Lifting of Residents Annual Training

The 2-person Emergency Manual Lifting Training Committee updated the lifting video to reflect that the individual emergency evacuation transfer can now be found in the new DLP caution section and E-Transfer section. Emergency Manual lifting training and check-offs of all living unit staff started at the end of October and ran thru March. This year there were two night shift training sessions to increase the number of living unit staff who were trained and checked off, 338 staff were trained this year compared to 250 in the previous year. In addition to the night training this year, RCS/UDs arranged to send staff to other living units when training was missed on their unit.

User-Friendly PT/OT Recommendations Committee

The committee was reconvened in March 2008 (after project completion in 2006) to improve the readability, usability, and consistency of OT/PT recommendations for RCT staff through the use of clear, concise language and pictures. Projects completed so far this year include: PT and OT Annual Report outline changes (Language/terms were updated to reflect current practice and the apartment recommendation section titles were clarified for easier use by the RCT staff), New standard ROM directions and Pictures (a literature review provided new ROM protocols, priority ranges for implementation by the RCT's were identified, standard directions for these were written with standard pictures, and any changes from the standard will be identified in color to help emphasize the change to RCT staff), PT Positioning programs (standard positioning programs have been drafted in text box format including individual pictures, again any changes from the standard positioning that RCTs learn in class will be in color, an "Equipment Needed" section is being added at the beginning of each position description to help the RCT prepare, each position will be color coded the same throughout the facility).

Updated Oxygen Use Policy/Procedures and New Oxygen Therapy Webcast

Two respiratory therapy policies and procedures were updated during the last year; Oxygen Therapy via Oxygen Tank or Wall Oxygen and Oxygen Therapy with Oxygen Concentrator. These were rewritten to reflect changes in practice and new oxygen delivery systems. To assist with learning this new information and to keep nursing current on oxygen therapy use a new webcast was made by Respiratory Therapy summarizing these procedures. A post-test was also written to be used with the webcast.

Fitness and Wellness Activities

On 9/29/07 the Fall Into Health Fair occurred, sponsored by the CWC Wellness Committee with about 70 people attending. Rehab Services had activities set up that screen staff for posture problems, provided exercises to improve posture, demonstrated treatments and prevention for plantar fasciitis, correct computer station set up, and prevention of osteoporosis. In May 2008 Rehab Services participated in the Wellness Fair which is held every other year. 200 CWC staff

attended. Rehab staff assisted with paraffin wax treatments and provided healthy back information.

Work Injury Management Program

Work Capacity Screenings

A total of 157 Work Capacity Screenings were completed. One hundred and fifty-six individuals passed and one failed.

Work Conditioning Program

The Work Conditioning Program designed to prepare employees for return to work following an injury, served seven individuals. Five returned to full work capacity, one employee left employment at CWC before completing the program, and one is currently enrolled in the program.

Risk Management

Each living unit's Risk Management Committee continues to meet on an as-needed basis. The Centerwide Risk Management Committee continues to meet monthly.

Job Site Analysis

Thirteen job-site analyses were completed this fiscal year (13 in the previous fiscal year). Environmental modifications and equipment suggestions have been made. This process will be ongoing as areas request assistance.

All employees who have filed an incident report due to an ergonomic related problem, whether or not it results in a worker's compensation claim, continue to be provided with 1:1 job analysis, which includes reviewing the injury, job hazards, body mechanics, and other issues related to preventing a recurrence of the problem.

Employee Fitness

This aspect of the work injury management program provides individualized preventative exercise programs to employees who feel they demonstrate areas of weakness in flexibility, strength, endurance or overall poor physical conditioning. A total of 2094 hours (2141 hours the previous year) were spent on preventive exercises.

The Personal Fitness Program continued with 110 total participant visits over the past fiscal year.

A total of eight Yoga classes were held during the year with a total of 73 participants.

The Fitness Newsletter continues to be published monthly on the Web (Healthy You) and is attached to the Daily Administrative Bulletin. This is produced in conjunction with the Employee Health nurse.

Work Injury Staff spent twenty-seven and one half hours on fitness projects.

Equipment

Equipment purchases were made using suggestions from the individual ergonomic task forces and from discussions at the Center-Wide Task Force. Purchases will continue to be made as warranted and when funds are available. The following equipment has been purchased during the past year from Worker Compensation Funds:

- Personal Fitness Trainer
- Yoga Classes
- Fitness Center Equipment (Balls, Mats, Weights)
- Health promotion - reading educational materials
- Arjo maxi-sky ceiling lifts (total of 4 purchased; 3 with scales)
- Hazardous waste removal
- Computer chairs
- Feeding chairs
- Safety Ladders
- Wheelchair Securement System for 2 Vans
- Loading dock for Murphy Hall
- Repositioning Sheets

Research

The information in the work injury database is up to date. Requests can be made to Data Center for queries to get certain information. A listing of all incident reports has been entered into Excel and is updated on a weekly basis to provide injury information to supervisors. This began in 10/01. Summaries of this information are available as well. Graphs of employee injuries each quarter by living unit and by cause of injury have been created and are being used to identify trends and pinpoint areas to focus injury reduction efforts. Work Injury Management staff has spent 33.25 hours over the past fiscal year keeping this injury information updated.



Religious Services

PROGRAM HIGHLIGHTS

The Chaplain provides pastoral care and support to the individuals who live at Central Wisconsin Center (CWC), individuals hospitalized, families, and CWC staff. Worship services, spirituality groups, memorial, funeral or internment services, sacraments, pastoral and grief counseling, and meditation materials are offered on an ongoing basis. Projects during the past year included Chapel renovation and redecoration, and the Prayer Quilt Program with the Foster Grandparents. In addition, other projects include fellowship following weekly worship in the Chapel, visits including worship opportunities at CWC by local church groups and continued community outreach. The Chaplain works with UW Hospital to provide hospital visits and to act as a liaison between the hospital and CWC. As a means of furthering community outreach, community pastors and agencies have provided backup services for CWC in the absence of the Chaplain. In addition, the CWC Chaplain and the Mendota Mental health Institute Chaplain meet monthly to exchange materials and ideas, and provide coverage for each other during absences.



Resident Living

PROGRAM HIGHLIGHTS

Resident Living provides programs and services to 270 individuals living in six living units at Central Wisconsin Center (CWC). The primary focus of resident living personnel is to assist individuals to participate actively in daily living activities, leisure activities and structured programs.

Initiatives within Resident Living for this report period include:

- An improved shift report process has been standardized across the facility and has resulted in more team involvement for sharing of information, discussion, training, and problem solving.
- Quality Improvements teams have been organized in each living unit. This team meets regularly to develop and initiate strategies that will improve individual care and/or employee work routines.
- Listening Sessions have been implemented between the Resident Care Supervisor/Unit Director and Resident Care Technicians (RCTs) /Nurses in each living unit. This meeting is designed to provide an uninterrupted time for RCTs and Nurses to present their thoughts and ideas for how systems work or do not work in the living unit. Thoughts are also shared on how the supervisors can support employees. This information provides the agenda for the Quality Improvement team.
- Visiting rooms were set up in a number of living units for parents, guardians and friends to visit with individuals living at CWC. Information on location of the visiting rooms and what type of equipment and materials are in the visiting rooms is available. Work continues to provide a location in each living unit for visitors to sign in and receive information as well as a comment card for feedback.
- A number of ceiling lifts were installed in bedroom areas and living areas. These lifts replace the need to use the portable lifts that take up space. New ceiling lifts are purchased annually to replace the portable lifts.
- Resident Living continues the partnership with the Work Opportunity in Rural Communities to hire individuals with developmental disabilities. Resident Living has three individuals employed.
- CWC continues to partner with the Dane County Youth Apprenticeship Program to provide work experience for high school students who are in a program for certified nursing assistants. This program has been a successful recruitment initiative for Resident Living.
- The outdoor patio space in Living Unit 5 was remodeled to provide individuals with a comfortable outdoor setting. Remodeling of the outdoor patios on the other living units has been submitted as part of CWC's six year improvement plan.
- Murphy Hall has a newly decorated Gathering Room with a fireplace and furniture for individuals who live at CWC and visitors to relax, visit, gather for meetings, and enjoy music and other leisure activities.
- Living Unit 1 has changed decorations on walls and bedroom areas. New furniture has also been purchased. Two leisure activity tables and one wall mounted latch board were built for the men in apartment D.
- Living Unit 2 has a Culinary Baking Group that individuals living in this unit are enjoying. The group bakes and delivers cookies or muffins each week. The "Birthday Ladies" continue to come every month to celebrate birthdays of their friends and to socialize with the Birthday Lady Group who they have known for years.

- Living Unit 3 is developing daily routines that are more reader friendly. These routines will utilize color codes and pictures. This unit continues to be the training unit for newly hired Resident Care Technicians during their Certified Nursing Instruction Program training
- Living Unit 4 was part of the Shift Report pilot program that is now facility wide. This unit continues to support the MATC Certified Nursing Assistant student PM clinical training.
- Living Unit 5 hosted the “1st Pie Contest” allowing individuals living in this unit and staff to taste over 29 different pies. Living Unit 5 also supports the Herzing College Nurse Clinician student clinical training.

Social Services

PROGRAM HIGHLIGHTS

Social Work staff is the primary contact for guardians of individuals living at Central Wisconsin Center (CWC). Social Workers advocate for the best interests of the people who live at CWC, their families and their guardians. Social Workers are responsible for keeping guardians informed of changes in health status or treatment programs. The Social Worker assures parent or guardian participation as part of the CWC treatment team's decision making process for each individual. Social Work staff obtains guardian consents for release of information, immunizations, medications, medical treatments and treatment programs.

Social Workers are the primary liaison between CWC and County Human Service Department Case Managers and other community agencies serving individuals living at CWC. Social Work staff assists guardian *ad litem*s by providing information for the annual WATTS Review for individuals age 14 and older who are protectively placed at CWC to ensure each individual continues to live in the most integrated environment. Social Workers assist county Case Managers to complete the county protective services yearly review for individuals at CWC.

Social Workers are the primary support for families and guardians during sickness, surgery, terminal illness and death. They facilitate meetings and an exchange of information between medical staff, families and other CWC staff. They assist with grief counseling. The Social Worker assists with arranging memorial services and the coordination of the purchase of memorial items requested by the family or guardian. They encourage and assist guardians in establishing advanced funeral arrangements and assist with the financial aspects of the transaction.

Social Workers often arrange for guardians to participate in the Annual Review program via a conference call. The opportunity for a conference call permits the parents and guardians who live a great distance from CWC to actively take part as a care and treatment team member and to ask questions and offer their suggestions.

The parent or guardian apartment, located in the Medical Short-Term Care Unit (MSTCU), continues to be used by families that must travel long distances to visit. In some cases, Social Workers also arrange for payment of travel expenses from individual personal accounts when requested by the guardian. Social Workers also assist with various aspects of purchasing items for people who live at CWC. The guardian is always contacted for consent for monetary purchases above \$100.

The CWC Social Services Department consists of six Social Workers, an Office Operations Associate and the Director. A social work student from The University of Wisconsin-Whitewater completed an internship at CWC during the summer of 2007. All CWC Social Workers meet the certification requirements established by the State of Wisconsin Licensing Board. They continue to participate in continuing education coursework to fulfill the ongoing certification requirements.



Staff Training and Development

PROGRAM HIGHLIGHTS

Staff Training and Development (ST&D) Department serves as a vital resource link for the educational development and enrichment of individuals to maintain competency in meeting the needs of people with developmental disabilities in a variety of settings. Focusing on excellence and accountability, the Department maintains current resources, explores innovative technologies and provides educational offerings to meet the learning needs of Central Wisconsin Center (CWC) employees.



This spring four job coaches (left to right) Lori Rake, Sheri Schwartz, Barb Kessler and Steve Meyer joined Staff Training and Development Department. The job coaches play a vital role in the successful transition and orientation of newly hired Resident Care Technicians/Certified Nursing Assistants. This union will assure skills taught to new RCTs are reinforced during unit orientation. The job coaches join ST&D staff comprised of an Office Operations Associate, a Training Officer, 3.4 full time Nurse Instructors and the Training Director.

The Department continues to encourage the collaboration of all CWC departments to provide quality and accessible training opportunities. Staff Training and Development staff function as consultants, coordinators, developers and facilitators for trainings offered at CWC and in the community.

Multiple teaching modalities such as web casting, videos, teleconferences, computer-based training, lectures, lab practice and clinical experience increase accessibility and address various learning styles. To increase the department's ability to utilize current computer technology during presentations and meetings, a computer/In Focus machine was added to Classroom 1. It is known that individuals retain training best through experiential training. To promote retention thru experiential training, the computer program, Captivate, was added to the department's computers.

During the past year ST&D collaborated with the IT Department to develop two new Access databases. A ST&D Training Database was created to develop attendance rosters, verify attendance and document attendance on the attendee's training record. In the future, the function of this database will be expanded to allow each employee and his/her supervisor to have access to individual training records and to generate aggregate data reports. The second database was created for Nursing Procedures. This database will provide the user with search features, color illustrations, identified standards of care, and a question and answer section. The goal is to revise all procedures over the next two years. Priority will be given to procedures that are performed most frequently or for those that have undergone a change in practice.

Committee Work

Staff Training Development Department members actively participate in a number of CWC committees and work groups that meet routinely including Administrative Staff, Administrative Quality Team, Workforce Support and Development System, Administrative Quality Team Planning, Resident Incident Report, Emergency Care, Infection Control, Injury Prevention, Nurse Practice, Nurse Clinician 3, Charge Nurse, Joint Practice, Human Development System Team, Pain Management, Nursing Policy and Procedures, Nursing Stipend and Scholarship Program, and Pharmacy and Therapeutics. Contributions by ST&D members include the development of tools, flowcharts, forms, policies, procedures and training programs for committee review and approval. Staff Training and Development created a Career Development training series for employees interested in advancement and training tools on work etiquette and enhancing team function and collaboration. A member of ST&D also collaborated with others to establish Core Values Handbook, resident incident report process flowcharts and training to educate employees on the core values and the improved resident incident report process.

Annually CWC administers an Employee Satisfaction Survey as a means to gauge how satisfied employees are with working for CWC. The Training Director is the chairperson of Workforce Support and Development. This committee is responsible for the process of administering the survey, analyzing the data and developing plans for addressing improvement areas. Fifty-three percent of the staff completed the survey in 2007. Employees agreed most often that they are able to provide a safe environment for the people that live and work at CWC, make a positive difference, are held responsible for how well they do their job, enjoy working at the center, and that their supervisors do a good job of sharing information.

In addition, Department staff participate in a number of workgroups including Medication Distribution, Controlled Substances, Forms, Nursing Directives, Respiratory Assessment, Team Function, and Wisconsin Forward Award Workgroups. An example of a major outcome was the creation of a standardized computer generated Treatment Administration Record (TAR) by the Medication Distribution Workgroup. ST&D was instrumental in the development, piloting, equipment selection and training for this project.

Curriculum Development and Changes

In June 2007 the orientation for newly hired Resident Care Technicians (RCTs) was changed to increase clinical orientation time, decrease classroom time, begin unit orientation sooner and increase unit team participation in the orientation process. Staff Training and Development created a Unit Based Training Curriculum and modified the Certified Instructional Program for CNAs to accommodate those changes. In addition, the Department scheduled the training calendars, coordinated the transition, trained staff on the process change, evaluated the process and made improvements. The Unit Based Training has received very favorable and supportive feedback from both trainees and the unit team presenters.

Two different continuing education training opportunities are offered to RCTs. The 8 hour Advanced RCT training course target audience is RCTs that have been at the Center for 18 – 24 months. This curriculum includes content on changing roles, effective listening, assertive language, team building, infection control, documentation and managing stress. The second 8 hour training offering for RCTs targets more senior RCTs and the curriculum includes topics on teamwork, professional care giving, giving helpful feedback and Abuse and Neglect Prevention experiential training. The experiential training curriculum was developed through the Caregiver

Project Grant by the State. Participants engage in scripted life scenarios which are then followed by a facilitated discussion.

The current Nursing Orientation Program for newly hired nurses is being examined with the goal of improving nurse retention. Through listening sessions, it was identified that both learner and unit staff would like exposure to the clinical unit early in the orientation process. Unit staff would like to see trainees pass core competencies in multiple areas, have more structured orientation and be able to function independently. It has been noted that individual learning needs are very unique and often traditional classroom self-study curriculum is not effective. Some curriculum revisions have been made to have nurses complete basic core competencies and start med pass on the units sooner. Future plans include creating a more interactive curriculum, increasing the use of interactive technology and continuing present core competency verifications.

All Cardiopulmonary Resuscitation (CPR) and Emergency Cardiovascular Care Curriculum has been changed to meet the new American Heart Association Guidelines this past year. To facilitate this change, the Center purchased new automated external defibrillators (AEDs). Instructors and staff have been provided orientation to the new AEDs. The new equipment and training program has been incorporated into the current curriculum.

Central Wisconsin Center transitioned to Outlook as an e-mail server May 2008. This transition required all computer users to activate an Identity and Access Management (IAM) account. Fifty-eight staff volunteered to attend the training and assist co-workers with setting up the required IAM accounts used by Enterprise (State of Wisconsin) agencies. It was reported that CWC had a very successful and smooth transition when compared to other state agencies. ST&D continues the initiative to provide computer access and training in establishing IAM accounts, creating powerful passwords, using e-mail and reviewing intranet features to all newly hired direct care employees.

In partnership with the Human Resources Department, a Career Development series was developed to assist staff at CWC to search and prepare for promotional opportunities. Session topics included Finding the Right Job, Interviewing, Job Applications and Professional Resumes. Twenty-seven employees took advantage of one or more sessions. It is planned that these sessions will be offered routinely as ongoing curriculum.

To promote handwashing, Staff Training Development collaborated with Infection Control (IC) to create a hand hygiene campaign that was taken to the units.



Top left picture: Myrtle MRSA (Joan Thompson), Infector Inspector (Brian Virgin), Paula Plague (Eileen Hughes) and Carry Hep B (Kaaren Luszczak).

Bottom left picture: Infector Inspector (Brian Virgin), Sally Staph (Pat Banks), Jessica Kuzma RCT and Myrtle MRSA (Joan Thompson).

Right picture: Purell Hand Sanitizer (Joan Thompson)

Community Partnerships

Offering annual Tardive Dyskinesia Training workshop is an example of sharing CWC's resources and expertise with the community. Twenty participants attended the workshop held September 2007

Central Wisconsin Center continues to partner with Southern Illinois University School of Medicine, Division of Developmental Disabilities to participate in interactive videoconferences monthly on relative topics. This year 177 staff attended the videoconferences on:

- Medication Monitoring of Anticonvulsant and Psychotropic Therapy by Mir Majeed, MD Clinical Assistant Professor of Psychiatry, SIU School of Medicine
- The Use of Mood Stabilizers for Challenging Behaviors by Klara Curtis, M.D. Assistant Professor of Internal Medicine and Psychiatry, SIU School of Medicine
- End of Life Issues by Maria Brown DO / Anna Murphy RN
- Aspiration Risk Assessment for Individuals with Intellectual Disabilities by Cynthia Johnson, Speech Specialist
- Critical Topics in Behavior Intervention by David Pyles, PhD
- Sudden Unexplained Death in Epilepsy Patients (SUDEP) by Steven Thornton, MD Clinical Assistant Professor of Psychiatry, SIU School of Medicine
- Adult Immunization: A Review and Important Considerations for People with Intellectual Disabilities, their Family Members and Direct Care Staff by Rod Curtis, MD
- Cellulitis - Causes, Identification, Complications and Treatment by Christopher Cassetty, MD, Dermatologist
- Update on Osteoporosis by Sunil Wimalwansa, MD,
- Medication Management: Important Considerations in the Group by Randy Malan RHP:
- Pharmacological Approach to Seizure Disorder by Nanette Wrobel, RPH

Continuing education opportunities for staff that utilize expertise of professionals and establishes liaisons within the community are coordinated by ST&D. . One hundred sixty-three employees attended the training offerings provided this year:

- The Role of Anticonvulsant Medications in Behavior Management of DD Adults by Dr. Lee
- Assessing the Risk vs. Benefit of Treatment Strategies for Mentally Ill by Dr. Arcot Dwarakanathan
- Wisconsin Deaf/Blind Education by Kristen Grender
- Epilepsy and Developmental Disabilities by Dr. Michael Smith
- Quetiapine (Seroquel) by Laura Baumgart
- Wound healing: Proper Nutrition in by Staci Burich-Simonett, from Abbott Labs
- Savant Syndrome Lecture by Dr. Darold Treffer

Staff Training and Development coordinated two Madison East CNA clinical training sessions in 2007/2008 for 22 students. Living Unit 4 was the training location and Trudy Hermsmeir RN was the clinical instructor.

To continue CWC's journey in creating a work environment that embraces diversity, ST&D coordinated training by Dr. Seema Kapani, PhD, Diversity Education Coordinator, UW Madison. Dr. Kapani was invited to continue her work with CWC leaders and Cultural Competency Committee members. Her training on October 2007 on Building Effective Teams had 34 participants while her presentation on Intercultural Communication was attended by 20 employees. At the workshop the group discussed values and expectations, effective listening, building relationships/teams, supervisor support and promoting diversity. On April 2008, fifty-

nine leader, union representative and Cultural Competency Committee members attended a learning event presented by Theatre for Cultural & Social Awareness, directed by Patrick Sims and Dr. Seema Kapani, titled "Achieving Success Together". The theatre group acted out a number of work related scenarios that were followed by discussion. Patrick Sims and Seema Kapani facilitated a follow-up session attended by 28 participants to identify potential strategies for improving intercultural communication at CWC.

Staff Training and Development has partnered with other State agencies to share expert knowledge on various subjects. Eighty-five supervisors attended one of the following training offerings:

- Performance Planning and Development/Investigations by BPER
- Preventing Sexual Harassment by Marcus Miles
- Employee Injury Prevention

Training Activities

Major training activities during this year included:

<u>TITLE</u>	<u>LENGTH</u>	<u>PARTICIPANTS</u>
New Employee Orientation	16 hrs	153
Nonviolent Crisis Intervention	8 hrs	68
Nonviolent Crisis Intervention refresher	4 hrs	55
Certified Instructional Program for Community/MMHI	101 hrs	20
Certified Instructional Program for RCTs	184 hrs	61
Instructional Program for CNAs	77 hrs	96
RCT 2 Advanced Education	8 hrs	25
RCT 2 Continuing Education	8 hrs	11
RCT skill competency check-off	3 hrs	96
Nursing Orientation		
RN Orientation	27 – 103 hrs	10
LPN Orientation	48 - 96 hrs	13
Nursing competency check offs	.50	29
First Aide	8 hrs	36
Healthcare Provider Renewal (AHA)	3 hrs	123
Healthcare Provider Beginner	8 hrs	25
<u>Computer-based</u>		
Fire Prevention	0.3 hrs	551
Face Forward and Fall prevention	0.3 hrs	344
Infection Control	0.3 hrs	404
Preventing Abuse, Neglect & Misappropriation of Property	0.5 hrs	411
Evacuation plan	0.3 hrs	374

Take Your Child to Work Day

PROGRAM HIGHLIGHTS

The 14th annual “Take Your Child to Work Day” was held on April 24, 2008, in Murphy Commons from 0800-1200. There were 30 children in attendance with ages ranging from 8-15.

The day's events included structured activities with the opportunity to visit different areas of Central Wisconsin Center (CWC). The early morning activities included: dietary information, making infection control posters and First Aid/Heimlich Maneuver. The late morning tour included: REC Department, OT Clinic – splint making, Sewing Room, Pharmacy, Food Service, Music Therapy and Resident work site.



A pizza lunch was provided for all participants and their parents following the morning activities. The participants had the option of spending time learning about their parent's job during the afternoon or returning to school. Of the 30 children in attendance, 25 participated in job shadowing staff for 4 hours in the afternoon.

Feedback was very positive! The majority of the participants look forward to the program every year. This is an opportunity for family members to learn more about CWC and the individuals who live and work here.



Therapeutic Recreation

PROGRAM HIGHLIGHTS

The Therapeutic Recreation (TR) Department provides a wide variety of services and activities for individuals living at Central Wisconsin Center (CWC). These services assist individuals to acquire and maintain social, physical, cognitive and emotional skills through methods of therapeutic programs and leisure experiences. The services are designed to meet individual needs and interests of individuals living at CWC through a diversified program of activities, both within the facility and in the community.

New Incentives

Increased Participation in Special Events:

During the past year the TR department provided an increased number of evening and weekend programs to people living at CWC. These activities include, but are not limited to: community outings to restaurants, concerts, parks and area events; swimming sessions; shopping trips; ethnic meals; adapted games and sports; Sharing of Talents Programs; Explorer Scout Programs and trolley rides.

A project team was developed to assist CWC in having greater attendance at special events held through out the year. The team proposed TR staff from each unit to develop a monthly calendar that displays special activities occurring in each living unit. This has assisted the TR staff in communicating with team members who may not have daily contact in the living unit. Along with unit calendars, CWC utilizes an Events Calendar that is used to communicate to all employees at CWC about special events taking place, including resident and staff events. This calendar is posted on the Internet page and monthly reminders are placed in the DAB to encourage staff to view it. The information is also communicated in The CWC Times, a publication that is sent to families and friends of CWC, employees, and volunteers.

Long-Term Therapeutic Recreation Services

The TR Department employs nine Therapists, four Teachers, and sixteen Therapy Assistants, and one Special Activity Helper for individuals who receive residential services at CWC. Staff provides regularly scheduled recreational programs to individuals over the age of 21. TR staff also provides recreational services to school aged students, offering programs during the summer months both evenings and weekends. During the summer of 2008, CWC employed seven activity helpers to assist in the programs. This is down from 15 positions in the summer of 2007.

Each staff person provides six hours of contact per day and is responsible for providing the following service areas to the individuals who live at CWC: functional intervention (therapy), leisure education and recreation participation. Services are designed to meet individual needs and interests through a diversified program of activities. Staff provides recreation and leisure activities as a way to work on essential life skills. Staff integrates Individual Program Plan (IPP) objectives and replacement behavior goals into each program. Approximately 195 individuals who receive residential care at CWC receive active therapy services. The Department provides services to all people who live at CWC by offering special events, evening and weekend programs, aquatics, holiday parties and leisure activities.

A wide variety of activities are offered throughout the year. These activities include sports, music, board games, aquatics, spirituality, sensori-motor activities, computers, self-image, cultural and ethnic activities, arts and crafts, money management, horticulture, culinary, hobbies and clubs, socialization, leisure and community experiences.

Building 6 Program

The TR Department continues to provide a full-day program in Building 6. There are two Therapists, two Therapy Assistants and six Residential Care Technicians who work in this program. This program did not employ additional Special Activity Helpers to assist with programs throughout the year. During the summers of 2007 and 2008 there were two Special Activity Helpers to assist with programs. This program was designed to assist individuals in a transition of programs into the community. Of the 32 participants since the program began in 2004, nine now receive programs in the community. During the past year, 20 individuals have participated in this program. In September 2007 the program had fewer Residential Care Technicians attending, and decreased the roster to 18 residents; this was down two people from previous years. This program provides training in: meal time experiences, activities of daily living, recreation, social skills, mobility skills, community, and leisure/recreation skills. Other programs provided include: Music Therapy, Adult Vocational Therapy Services, Adapted Physical Education / Lifetime Sports, Spirituality and Physical Therapy.

Short-Term Services

The TR Department employs two Therapists and one Therapy Assistant for individuals who receive services in the Medical Short-Term Care Unit (MSTCU) and Short-Term Assessment Program (STAP). These services consist of assessment, functional intervention, leisure education and recreation participation services.

A total of 41 individuals in the Developmental Evaluation Center (DEC) and MSTCU were assessed this past year. The participants in this program were provided 3185 hours of active program services. The Therapist and Special Activity Helper assigned to this unit provide evening programs on four days each week and weekend programs two days each month.

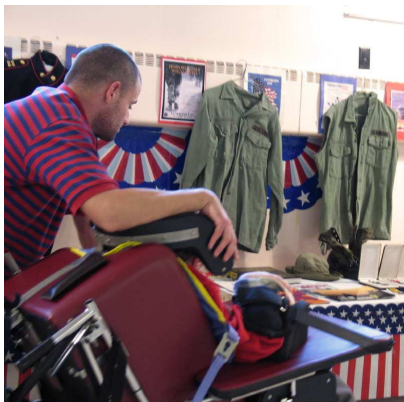
A total of 38 individuals in STAP were assessed this past year. The participants in this program were provided 1322 hours of active program services. The unit received 135 hours of evening and weekend programs in the past year. A Therapy Assistant transferred into this unit during the past year. His schedule allows evening programs to take place four days each week. The Therapist assigned to this unit continues to provide weekend programs one day each month.

Special Events

Centerwide Events

Staff organizes and implements CWC-wide events each year. These events offer a variety of games, activities, refreshments and often feature local entertainment. Events in the past year included, but were not limited to: Homecoming Event, Camping trip at MacKenzie Environmental Center, CWC Haunted House, CWC Halloween Costume Party/Dance, Veterans Day Event, Santa Night, Holiday Parties, Casino Event, Valentine's Day Dance, Fat Tuesday Ethnic Meal, CWC Olympics, and other organized special events such as seasonal and holiday parties, birthday parties, special meals, ethnic meals, picnics, cultural activities and other events.





Sharing of Talents

The Therapeutic Recreation Department provides monthly “Sharing of Talents” evening events. These CWC-wide events are funded through the CWC Service Auxiliary. Area performers provide the entertainment for these events.

TRIPs Program

The TR Department continues to provide individuals receiving services at CWC opportunities to take trips to experience recreational and leisure activities in the community. The trips are typically provided on a one-to-one staff to participant ratio. During

the past year, over 94% of individuals receiving residential services at CWC participated in trips. The remaining individuals were unable to attend due to fragile medical conditions or positioning concerns (e.g., participant utilizes an ortho-cart for transportation and at present time we are unable to transport on a van or bus). A Licensed Practical Nurse is employed to assist the Department with outings, so more individuals can participate in trips.

This past year, trips have included destinations all around Wisconsin for various educational, leisure, recreational, and cultural events. Examples of such events include, but are not limited to: Wisconsin Dells Boat Tours, Lost Canyon wagon ride, Milwaukee County Zoo, Wisconsin Dells Jet Boats, VSA classes, movies at an IMAX Theater, the Treinen Farm for Hay Rides, Mallards Games, state parks, concerts in local community parks, various restaurants and shopping malls, local museums, North Freedom Train Ride, Little Americka Amusement Park, and pontoon boat rides on Lake Mendota and Lake Monona. The individuals who live at CWC participate in community life on a regular basis. For this report period there were 3959 individual trips for individuals who receive residential services at CWC.

Money Management

The TR Department continues to plan and provide individuals living at CWC increased opportunities to spend personal funds. These opportunities are offered both within the facility and in the community. A bus departs CWC with an average of five participants, each assisted by a staff member. These outings are to local shopping centers and stores, with the purpose of shopping and spending participant's personal funds. These outings have provided participants opportunities to purchase personal items to be used during leisure time and to personalize living areas. For individuals who are unable to participate in these trips due to medical or positioning reasons, staff provides opportunities to spend personal funds at CWC: such as the General Store, vending machines, book sales, etc. This year the General Store has had a new counter for payment installed. The counter is wheelchair height and was once used as a reception desk in one of the units. New racks for displaying clothing and other items were purchased to enhance this area.

Explorer Scout Program

CWC has six participants in the Explorer Scout Program. The scouts meet two evenings each month. The first monthly meeting is a business meeting designed to work on badge achievement. The second monthly meeting is a community outing organized by the scouts to work on program objectives. During the summer months, the Explorer Scouts participate in two outings per month.

The objectives of this program are:

- Fitness – Improve the mental and emotional abilities of each scout.

- Career – Awareness of careers through tours, speakers and demonstrations.
- Service – Develop within each scout the desire to help others and increase the knowledge of the basic rights of others.
- Social – Enhance social skills through group interactions.
- Citizenship – Teach scouts about our American heritage and awareness of our local community and government.
- Outdoors – Increase scout's knowledge of the outdoors and ways to protect our environment.

The Explorer Scouts host an Annual Hot Dog Sale as a fundraiser. Proceeds from the sales are used to pay for annual fees and supplies for the program.

Participants of the Explorer Scout Troop completed work to earn their service badge.

- Scouts participated in a pet supply collection this past winter, donating items to the Dane County Humane Society. The Scouts took part in making posters, collecting at each unit site and delivering the items to the Humane Society.
- The Scouts also took part in the "Support Our Troop" collection and delivered the packages to the post office. A total of 10 packages were sent to a Madison based US Marine troop in Iraq.
- The Scouts assisted the CWC Neighborhood Committee with the outdoor flags. For an evening activity the group went outdoors and placed all of the flags along the Center sidewalk. This project was coordinated with Steve Saager, from the Grounds Crew.

Some of the other activities include participating in adapted games and community outings. During the summer they attended trips to local parks and events featuring bands, including concerts at Olbrich Gardens and Warner Park. During the fall the Scouts took a Halloween Trolley Ride around the campus, stopping at Katherine Wells Park to tell ghost stories. This past winter they attended four concerts at Monona Terrace and went to see the Olin Park Holiday Light Show.

Transportation Services

PROGRAM HIGHLIGHTS

Staff at Central Wisconsin Center (CWC) continues to provide individuals a number of leisure / recreational off-campus activities in the Madison area. Three transit companies provide transportation for community integration and money management trips: FOCUSCORP, Successful Work Options (SWO) and Madison Metro. CWC also maintains a fleet of four wheelchair-accessible vans and one fifteen-passenger van. Our fleet was reduced by one van this past year. CWC also uses vehicles from the Department of Administration (DOA) fleet, which are kept at Mendota Mental Health Institute (MMHI).

The weekly average of regularly scheduled trips at CWC is 33. A total of 3959 individual trips were provided for people who live at CWC during the past year. "Regularly scheduled" is defined as trips that occur on a weekly basis. Additional outings not regularly scheduled are trips that occur on the weekend and unique trips, such as: pontoon boat rides, camping, Explorer Scout excursions, concerts and local performances, sporting events and seasonal attractions.

Staff continues to utilize the TRIPS database to the community integration information. This database assists with information that pertains to number of outings each individual is offered on a monthly basis and the number of hours he or she spends away from CWC for leisure activities. This database also documents the type of activity and location that was offered on these trips. Staff uses the database to track number of outings per participant and to track the variety of destinations.

Some of the diverse destinations included this past year are Monona Terrace for evening concert series, Milwaukee County Zoo, Little Amerricka Amusement Park, Wisconsin Dells Duck Rides, Lost Canyon in Wisconsin Dells, Circus Museum in Baraboo, and a great variety of state and community parks.

Central Wisconsin Center continues to participate in the DNR Air Quality Advisories. The advisories are reported by the DNR as a public service. To help reduce emissions leading to ozone formation and fine particle pollution, the DNR recommends reducing driving when possible. On days that this advisory is in effect, individuals do not attend recreational activities in the community. The advisories for particle pollution are also to advise sensitive groups to remain indoors; the groups include the elderly, children and anyone with a heart or lung condition.

Contracted Day Service Transportation

Four of the five Contracted Day Service Programs currently provide transportation for the individuals residing at CWC who receive year-round programs. CWC contracts with four agencies: FOCUSCORP, Successful Work Options (SWO) and Madison Area Rehabilitation Centers (MARC South, East & West) to provide transportation to and from programs. MARC West provides transportation for the MARC South program and the Pathways program.

Medical Transportation

During the past year, 813 trips were made for medical reasons, such as outpatient appointments, emergency care or hospitalization. Transportation was provided by: Curtis Ambulance Service, Ryan Brothers Ambulance Service, 911, Alift Transportation and CWC vehicles.

Volunteer Services

PROGRAM HIGHLIGHTS

The Volunteer Services Program works in conjunction with various community organizations and businesses to provide quality volunteer services for the people who live at Central Wisconsin Center (CWC).

Mission

The mission of volunteer services is to be a link between CWC and the community, which fosters the involvement of volunteers in many different capacities that improve and expand the quality of life for the people who live at CWC.

Staffing

The Volunteer Services Department employs one full-time Volunteer Coordinator.

Volunteers

Central Wisconsin Centers' greatest asset is the CWC Service Auxiliary, a non-profit organization of volunteers, with a voluntary Board of Directors dedicated to improving life opportunities for the people who live at CWC.

Throughout the year the Auxiliary sponsors fundraisers as well as the Sharing of Talents and the Thursday Night Volunteer Program. The Auxiliary holds biannual meetings with CWC's Director, Deputy Director and Volunteer Services staff to determine the funding of programs, receive reports and updates and discuss new ideas. This group was founded in 1968.

Thursday Night Volunteers

Volunteer participants included students from area high schools, colleges, service clubs, local businesses and other individuals from the surrounding area. The program offers tremendous benefits for those who participate. The volunteers participated in structured events with the people who live at CWC, including art work, dances, concerts and shows.

Fundraisers

The Auxiliary sponsored the Annual Golf Outing at The Meadows in Waunakee. Other fundraisers, outreach projects, discount offerings and socials take place throughout the year. They include: discounted tickets to Noah's Ark, tours, speeches and presentations, volunteer fairs, the Annual Family Picnic, Collection of Campbell's "Labels for Education: and General Mills' "Box Tops for Education" and Entertainment Books.

COMMUNITY SERVICES PROGRAMS

Admission Services

Contracted Day Service Program

Developmental Evaluation Center

Medical Short-Term Care Unit

Outpatient Dental Clinic

Short-Term Assessment Program

Transition to Community Living Services

Admission Services

PROGRAM HIGHLIGHTS

Admission staff serves and supports individuals with developmental disabilities, their families and community agencies. Admissions case managers arrange admission meetings, discharge staffings and training sessions for parents, caregivers, and community staff.

There were 55 referrals to the Short Term Care Unit this past year. The services requested continue to be complex and staff intensive.

This year through the Physical Assessment and Evaluation & Treatment programs, a total of one hundred and sixty individuals were served. Some individuals were served more than one time. Two individuals have required extended stays over three months in duration.

There were no admissions for care and treatment this fiscal year. By definition, “care and treatment” admissions are anticipated to be of a longer duration than the short-term admissions.

Short Term Care for Physical Assessment

One hundred and fifty individuals were provided services this fiscal year. Significant medical, nursing, and therapy concerns are addressed during each one to two week stay. Services provided in this program include dental examination and cleaning; dietary consultation; occupational, physical, speech, respiratory, and recreation therapy assessments; equipment review; and medical evaluations, with laboratory work and immunizations. UW Hospital/Clinic out-patient appointments and consultations with medical specialists are often completed during an individual’s stay in the STCU including: appointments for Botox/phenol injections, swallow studies, gastroenterology, orthopedics, neurology, ears, eyes and throat.

Central Wisconsin Center’s Rehabilitation Technology Department has made wheelchair-seating systems for a number of clients. During short-term admissions these systems can be adjusted or modified to meet the changing positioning needs of the individual. New seating systems, AFOs, and hand splints continue to be provided for people in the program.

Short Term Care for Evaluation and Treatment

A total of twelve clients received services in this program. Length of stay is generally three to twelve weeks. Evaluation is provided by multiple disciplines. A treatment plan is developed and clients receive active treatment in therapy and programming. The goal of the program is to facilitate positive change in areas to improve health and functioning. A number of clients are admitted each year requiring post-surgery rehabilitation. Requests for admission to address wheelchair-seating system issues have remained a vital part of this program. With all admissions, training and follow-up services are provided. As a part of discharge planning for certain individuals, hands-on training, active treatment videos/DVDs, as well as follow-along services were offered to therapists, school personnel, case managers, caregivers, and family members. Treatment videos/DVDs have become an important tool that is used by families/caregivers and their community supports. Families/caregivers are able to review the training via the video/DVD and use the information to train new staff.

Survey

Satisfaction surveys are routinely sent out to the families/guardians and caregivers involved with the individuals served in the Short Term Care Unit. The return rate for the surveys was 52 percent. Overall, participants in the STCU were very satisfied with the services received.

Procedure Manual

A Medical Short Term Care Unit Procedure Manual was written and formally implemented by the Admission social workers. The manual provides up-to-date admission policies, procedures, and forms and helps assure uniform practice.

Admission Objective Checklist

An Admission Objective Checklist was developed for the Short Term Care Programs at Central Wisconsin Center. The Admission Objective Checklist is completed by the admission worker as part of a pre-admission assessment for a first time referral. The Admission Objective Checklist helps to clarify the reasons for the referral for admission and objectives to be met during an admission.

Student Training

A UW-Whitewater social work student participated in a summer internship and received in the field training and supervision by a Medical Short Term Care Unit social worker.

TABLE VIII
ADMISSION CASE STATISTICS

NEW CLIENTS	13
PHYSICAL ASSESSMENT ADMISSIONS	150
EVALUATION AND TREATMENT ADMISSIONS	12
CARE AND TREATMENT ADMISSIONS	0
PARENT/AGENCY TRAINING	52
DISCHARGE STAFFINGS	159
SCREENINGS	12

Contracted Day Service Programs

PROGRAM HIGHLIGHTS

Off-campus day service programs are provided for 60 individuals through contracts with four different providers who utilize five different work sites. The current providers / sites and the numbers of individuals enrolled as of June 30, 2008 are as follows:

- FOCUSCORP - 29
- Successful Work Options – 24
- Madison Area Rehabilitation Center East – 3
- Madison Area Rehabilitation Center West – 3
- Pathways of Wisconsin – 1

Individuals served in these programs receive a six-hour program day for 245 days each year. Transportation is provided by the agency that has contracted with CWC to provide the Day Services Programs.

Inclusion in the Contracted Day Service Programs occurs via referrals from the Individual Interdisciplinary Team (IDT) with the support of the guardian. The IDT identifies two agencies they feel would be appropriate settings for the individual. The two agencies then conduct an assessment and submit an individualized service proposal. The unit team then selects the proposal that will best meet the needs of the individual.

A two-tier payment system exists to facilitate enrollment of individuals who have medical/nursing needs or specialized staffing needs due to challenging behaviors. Currently, a higher daily rate is paid for nine individuals who present challenging behaviors, and ten individuals that require the presence of a Registered Nurse (RN) at the contracted program site. The individualized service plans that are developed as part of the contracting process are monitored by a Case Manager at the contracted agency site and also by the individual's Qualified Mental Retardation Professionals (QMRP) at CWC.

Developmental Evaluation Clinic (DEC)

PROGRAM HIGHLIGHTS

The Developmental Evaluation Clinic (DEC) provides a clinical inpatient evaluation program and consultation and training services to clients statewide.

Requests for five-day DEC evaluations come from a variety of sources. Most come from county case managers, but referrals also come from parents or physicians. For the past several years, evaluations have been limited to two individuals per month. Clients are frequently scheduled in advance due to the number of referrals to the program. During the past year, 36 referrals were received from eight counties. Of those referrals, three were withdrawn and five people were felt to be more appropriate for other inpatient programs.

The DEC Coordinator provides all case management and coordination of evaluations, staffings, and follow-up services. Evaluations, which are accomplished by CWC staff, most frequently include medical, genetic, dietary, education, psychological, psychiatric, occupational therapy, physical therapy, audiology, recreation and communication assessments. Staff physicians and medical residents from the University of Wisconsin Hospital-Rehabilitation Medicine Clinic have become an integrated part of the program.

A total of seventeen clients received comprehensive evaluations during ten, five-day evaluation periods. The DEC program served two children and fifteen adults this year.

Comments received about the program have been overwhelmingly positive, reflecting appreciation of the professionalism of the evaluation team, compassion shown to the clients, and thoroughness of the staffing and written reports.

Medical Short-Term Care Unit

PROGRAM HIGHLIGHTS

The Short-Term Care Unit-A (STCU-A) provides Medical and Nursing Services for people living at Central Wisconsin Center (CWC) during times of acute illness, recovery from surgery or during periods in which supportive nursing or other services are needed to meet complex health care needs. Some of the complex health care needs include administration of intravenous fluids and intravenous antibiotic therapy, administration of supplemental pain medication, and administration of supplemental oxygen and respiratory monitoring. There were 78 admissions to the Short-Term Care Unit-A during the past year.

The goal of the Short-Term Care Unit-B (STCU-B) is to support the person with disabilities living in a community setting. The multi-disciplinary team of the Short-Term Care Unit (STCU) provides diagnostic, evaluative, treatment and planning services for clients who have developmental disabilities (DD) and reside in the community. Support for a person with DD who resides in the community may also include post-operative care, especially following orthopedic surgery.

Central Wisconsin Center is happy to announce the future expansion of the Short Term Care Program. A remodeling project for Murphy Hall East has been approved. This project will support an additional 10 admissions. A tentative completion date for the remodel is the fall of 2009.

The STCU continues to support the specialty clinics held at CWC; GYN Clinic, Epilepsy Clinic, Podiatry Clinic, Optometry Clinic, Pulmonary Clinic, Orthopedic Clinic and bone density studies.

Outpatient Dental Clinic

PROGRAM HIGHLIGHTS

The Outpatient Dental Clinic provides dental care and treatment to people with developmental disabilities who reside in the community. The clients are individuals who formerly lived at Central Wisconsin Center (CWC), as well as Northern Wisconsin Center (NWC) or Southern Wisconsin Center (SWC). The number of people seeking dental care is growing constantly.

Outpatient clients are usually seen every six months. Treatments include exams, cleaning and prophylaxis, x-rays, restorations and extractions. There were over 130 outpatient appointments during the year.

Billing is submitted to Medical Assistance, through Electronic Data Systems, for all dental treatment. This fiscal year, the clinic has generated over \$4000 in reimbursements.

Short-Term Assessment Program

PROGRAM HIGHLIGHTS

Central Wisconsin Center's (CWC) Short-Term Assessment Program (STAP) completed five and one half years of service this fiscal year. The program is located in Stevens Hall East (Living Unit 1). The goal of the STAP is to support individuals with severe disabilities and complex psychiatric / behavioral issues who are currently living in a community setting. During an individual's stay, treatment interventions may be tried but the primary objective is a comprehensive, integrated assessment of the individual with treatment recommendations for discharge. The interdisciplinary team works closely with support staff and professional staff in the community with follow-up services available. The recommended length of stay in the STAP is 5 to 28 days. The STAP works closely with the Medical Short-Term Care Unit (MSTCU) and Development Evaluation Center (DEC) to coordinate short term care services.

The following areas provide interdisciplinary assessments:

- Medical / Nursing Services
- Psychiatric Services
- Behavioral / Psychological Services
- Physical Therapy
- Occupational Therapy
- Therapeutic Recreation
- Music Therapy
- Speech Therapy
- Dietary Services
- Education Services
- Adaptive Physical Education
- Vocational Services
- Pharmacy Services
- Other specialized services upon request

A total of 36 individuals were admitted to the program during the fiscal year.

Additional characteristics of the individuals served during the fiscal year include:

- Sex: 26 Males - 10 Females
- Ages: Age range: 07-21, with an average age of 15.6 years.
- Individuals from 20 different counties received assessment services during the fiscal year.

Transition to Community Living Services

PROGRAM HIGHLIGHTS

Seven adults moved from Central Wisconsin Center (CWC) to community residences during fiscal year 2008. All of the individuals are supported in the community with Community Integration Program (CIP 1A) funding. Four individuals moved to Adult Family Homes, and three moved to Community Based Residential Facilities. There was one other individual who was transitioned to a different community setting after a 90 day return stay at CWC.

Significant transition activity occurred for another twenty people living at CWC. The activities included assisting families to learn about available community resources, assessments by provider agencies and working with counties on active development and planning for a transition. From these efforts, there are placement dates scheduled for another four people for fiscal year 2009.

Social Workers made thirteen visits to seven counties to accompany families to visit potential residential and day service provider agencies. Two other families visited potential community resources with County staff. Assessments by provider agencies were completed on another five individuals.

In conjunction with CWC Staff, Milwaukee County was actively involved in transition activities for a number of people living at CWC. Five people from Milwaukee County moved to the community, and other significant transition activity occurred for nine additional people from Milwaukee County.

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